SALESMANSHIP AND BUSINESS EFFICIENCY

KNOX

SCHOOL EDITION

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Salesmanship is the battle of organized knowledge against unorganized knowledge — is the power of commerce.

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SALESMANSHIP AND BUSINESS EFFICIENCY

(SCHOOL EDITION)

By
JAMES SAMUEL KNOX

Author of

Science of Applied Salesmanship. The Science and Art of Selling. Successful Management. Personal Efficiency.

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The Knox Business Book Company

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Secretary
How to build a Business
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1. Courtesy
2. Promptness
3. Cheerfulness
4. Memory
5. Willingness to work.

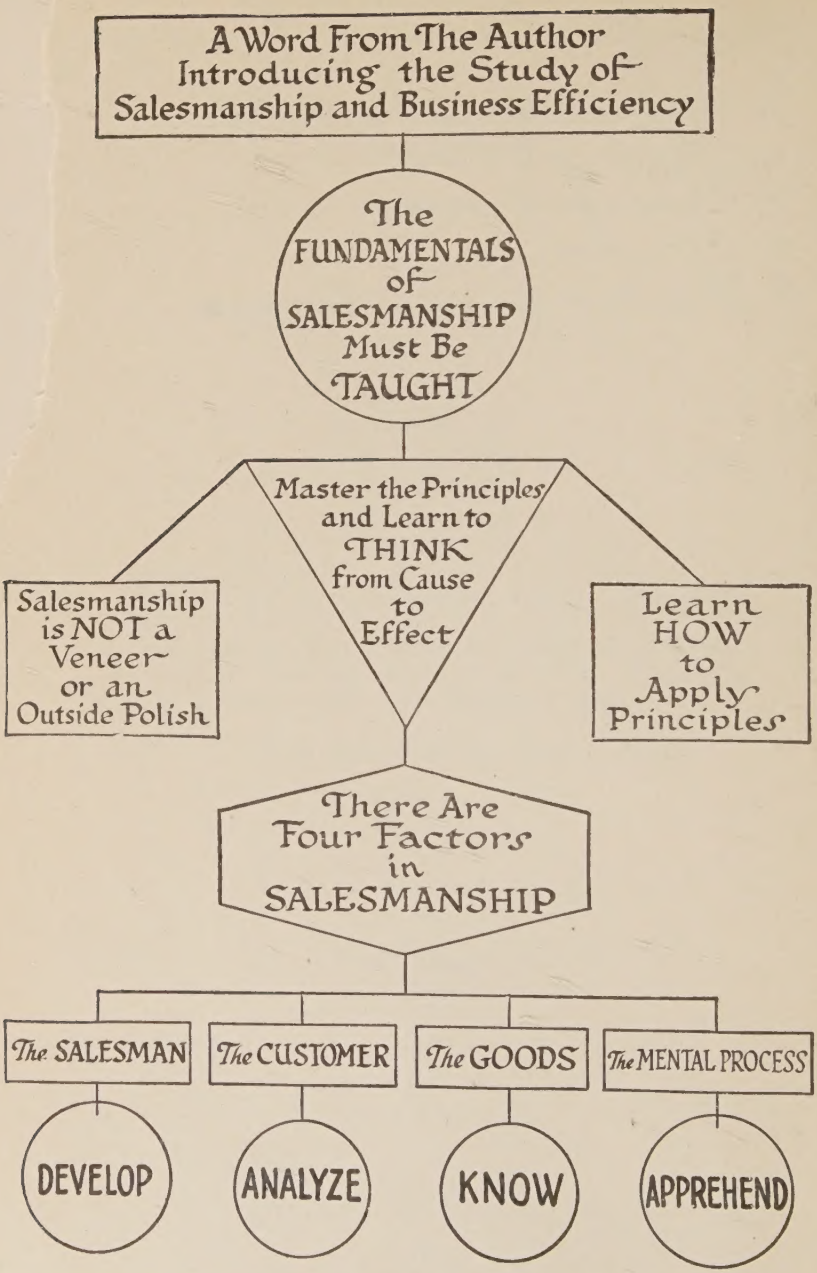
A Word From The Author Introducing the Study of Salesmanship and Business Efficiency
The FUNDAMENTALS of SALESMANSHIP Must Be TAUGHT
Master the Principles and Learn to THINK from Cause to Effect
Salesmanship is NOT a Veneer or an Outside Polish
Learn HOW to Apply Principles
There Are Four Factors in SALESMANSHIP
The SALESMAN
The CUSTOMER
The GOODS
The MENTAL PROCESS
DEVELOP
ANALYZE
KNOW
APPREHEND

CHART I. A WORD FROM THE AUTHOR INTRODUCING THE STUDY OF SALESMANSHIP AND BUSINESS EFFICIENCY

INTRODUCTION

First Fundamentals: My experience in teaching salesmanship has touched practically every class. I have personally taught thousands of college and university students to sell. I have taught other thousands of business and professional men the principles of salesmanship and business efficiency. The Knox School has instructed tens of thousands through its correspondence course and salesmanship texts. For more than twenty-five years I have sold goods, taught salesmanship and managed salesmen, besides studying selling conditions in most of the leading sales organizations in America. Out of all this experience, combined with that which has come to us from hundreds of teachers, we have arrived at the conclusion that *the fundamental principles of salesmanship must be taught first.*

Application of Principles: The next step is to show the student how to apply the principles. After he has learned the principles and their application, he can easily apply them to every phase of salesmanship.

Salesmanship is not a veneer or an outside polish. It cannot be successfully taught by teaching the individual a little about retailing, or wholesaling, or traveling salesmanship, or insurance salesmanship, or typewriter salesmanship, or any one phase of salesmanship. When the student has mastered the fundamental principles and

their application he has learned how to think from cause to effect. He knows how to sell, whether he is working behind the counter, selling his services, selling real estate or anything else on earth.

Four Factors: We divide salesmanship into four fundamental factors: the salesman, the customer, or prospective customer, the article to be sold, and the psychological process known as making the sale.

First, more than a quarter of a century's selling and managerial experience has proved that success in salesmanship is between *seventy-five and ninety per cent MAN;* that the man must have certain qualities developed or he cannot succeed. To teach a man how to sell without first developing his personality, his health, honesty, initiative, purpose, sincerity and judgment is to send him into business without the ability to do business. So we devote considerable time to the development of the qualities which must be possessed in order to make an individual strong. A salesman must have ability and he must have confidence in that ability.

Second, we study *human nature.* To be successful, an individual must know human nature. He must know how to chart the tides and currents of thought, feeling and desire, or the ship he is sailing will strike the rocks and sink.

Third, the salesman must know his *goods* and he must know them thoroughly whether he is selling pins or pianos, real estate or religion, education or eatables.

Fourth, he must understand the *mental processes through which the mind is taken while a sale is being made.* He must know how to get the attention, how to interest his prospective buyer, how to convince him, how to arouse his desire, and how to close the sale.

Salesmanship and Business English Related: We are speaking of salesmanship here in a broad way. We refer not only to verbal salesmanship but to salesmanship through advertising and creative letter writing. In verbal salesmanship a person must not only know the things we have indicated, but he must know how to express himself effectively. He must know how to use salesmanship English. Salesmanship English and business English have exactly the same purpose, and that is to persuade and convince the party of the second part to think as the party of the first part wishes him to think; to feel as he wishes him to feel, and to act as he wishes him to act.

Hotchkiss and Kilduff, Professors of Business English in New York University, School of Commerce, Accounts, and Finance, and authors of a text on business English, define business English as follows:

Purpose of Business English: "It is the art of employing written English to arouse in others such feelings and ideas as shall cause action that results in business profit, and to do so with the least waste of time, effort and money."

The same writers say: "The main difference between literary composition and business English is the *purpose*. In most forms of literary composition the writer endeavors to express his thoughts with clearness and precision for the purpose of giving information or entertaining the reader; in business English, however, the purpose is profit. Since business English must produce a profit, it must not merely please or instruct the reader; it must cause him to act; it must make him respond. The test, therefore, of the business letter is this: does it make the reader do what you want him to do? Does it bring the response you wish?

"In literary composition the reader usually considers only the expression of his ideas; in business English the writer must consider not only the expression of his ideas, but also the impression upon the mind of the reader. He must make such an impression upon the reader's mind as shall arouse him to the desired course of action."

Aims to Induce Action: The English used in this text from beginning to end aims to show the student how to arouse the feelings in such a way as to induce *action*. The student who gets its message cannot help but imitate its method. This has been proved by the letters that have been written by thousands of students of the text. The student gets two things that are fundamentally important: he gets a message—something to say—and he learns how to express it convincingly. For this reason some educators have linked the study of salesmanship with business English. In a curriculum which is being adjusted to include salesmanship, this is a plan well worthy of consideration. It gives opportunity to gradually develop the salesmanship course until a full quota of hours can be given to it.

The student who is ambitious to become a creative letter writer and, therefore, something more than a stenographer, bookkeeper or clerk will profit greatly by this course.

Mental Law of Sale: The Mental Law of Sale chart is considered the best oratorical analysis that has ever been worked out. Every successful speaker knows how to get the attention of the people in his audience, how to interest them, how to convince them, how to arouse their desire, and finally how to persuade them to act as he wishes them to act. This is the test of the great lawyer before the jury,

the great orator before the public, and the master salesman before his prospective customer. The whole science and art of persuasion, written and spoken, revolves around the Mental Law of Sale.

It is a law of human nature that *what an individual does not understand he opposes.* The fundamental principles of salesmanship whether spoken or written are: to tell the truth, tell it effectively, and to actually show the individual that it is to his advantage to follow a certain course of action. The greatest compliment, therefore, that any salesman can pay to the product he is selling is to tell the truth about it and *tell it effectively.* The greatest compliment that can be paid to any text on the subject of salesmanship is to give it the distinction of actually teaching a student so that he knows how to convey his message in the easiest possible manner to the minds of the people with whom he deals, and to influence their minds to act in agreement with his.

The Economic Need: We have thus far discussed this subject solely from the standpoint of the development of ability that will enable an individual to deal most successfully with the public. Now let us consider it from the economic point of view.

This country needs one hundred thousand new salesmen each year to take care of its expanding business and fill the vacancies of those who are promoted to managerial positions. Where are we to find the young men and women who are trained for this work?

There are any number of law, medical and dental schools but where is there a school of salesmanship that the business man can turn to for experts properly equipped to sell his goods?

Men have been recruited from the ranks of bookkeepers, clerks and stenographers to serve as salesmen, and tens of thousands have been accepted who have had no business training at all. Some of the results are economically appalling.

The Cost of Inefficiency: Inefficiency of this kind adds greatly to the high cost of living. There are more than a million salesmen in this country and it is safe to say that *seventy per cent* of them are quite inefficient. There are a million and a quarter retail merchants in the country and at least *seventy per cent* of them are making no net profit. The business life of the average retail merchant is between two and eight years.

East of the Missouri River there are, in certain lines, twice as many jobbing houses, retail stores and traveling salesmen as are needed to meet legitimate demands.

In the insurance field, according to an investigation, we find that in six of the greatest concerns *ninety per cent* of the insurance is sold by *thirty-four per cent* of the salesmen. In one great life insurance company *ten per cent* of the salesmen are selling *ninety per cent* of the insurance.

Millions of dollars are spent in schools that prepare young men to be mechanics—equipping them to transform raw material into finished product. The commercial high schools and private commercial schools spend other millions educating young people to do detail work as expert bookkeepers, stenographers, and typists. In the past practically no money was spent in educating men to help the jobber sell his goods after they had been manufactured; or in helping young men to prepare for leadership and managerial positions.

It is a great economic loss to spend millions of dollars to teach men how to make goods and do nothing to show them how to efficiently dispose of their products. This at present is the weakest point in our economic development. The function of a sales organization is to find out what the public wants and needs, then give them that service economically, intelligently and courteously.

Man and Machinery: Hugh Chalmers, for several years President of the Chalmers Motor Company, says: "I have been in the manufacturing business nearly all my life and I find that it is much easier to make things than it is to sell them. It took me some time to figure that out. It finally dawned upon me that the difference is caused by the fact that in one case you deal mostly with machinery and metals while in the other you deal with the mind. Machinery is a fixed quantity—you know exactly what it can do and will do under given conditions. It is very often automatic and requires little attention from anyone. It never 'changes its mind.' It is seldom influenced by outside conditions.

"When you get on the other side and try to deal with humanity you face very different problems. Humanity thinks; it has feelings; it has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and conditions surrounding it."

Since Chalmers's statement is true, and since we have learned that it is harder to teach salesmanship than it is to teach mechanics, the subject demands our most serious consideration.

Purpose of This Book: This book is doing its part to help the schools solve the selling problem. It is not an experiment. It is being used in more than one thousand

schools and colleges and by tens of thousands of students. Thousands of copies have also been purchased by great business concerns each year to use in training their salesmen.

Hundreds of teachers of this text have discovered that it *increases the efficiency of the student in his other subjects*. It awakens him to a realization of his possibilities as he has never realized them before and gives him the encouragement that he needs. It shows the value of education and it keeps many students in school who would otherwise leave.

This book gives the student a clearer idea of business ethics than he had before. It shows clearly that character is the basis of all business success; that character in combination with brains, efficiently and sufficiently trained, is the highest priced, best paid product in the world; that the man who attempts to take advantage of another in a business transaction is not a salesman but a robber; that the man who resorts to sharp practice is not only dishonest but foolish, since such practice leads to inevitable failure.

This book has aroused international enthusiasm because it teaches an individual *how to develop his personality and how to study human nature*. It teaches the philosophy of leadership, mental and business efficiency, as well as the science and art of salesmanship. This study reaches down to the very depths of the individual's life, reveals himself to himself, arouses him and inspires him, and for that reason gives him a new vision of life.

The average man is not acquainted with himself and is hungering for self-knowledge. In fact, the reason he does not have confidence in himself is because he is not acquainted with himself. This book is doing much to

give young men and women a saner conception of life and its needs and its ideals. In a very human way it shows them how they must co-ordinate themselves with life and its problems in order to render the greatest service and win success. It teaches that all legitimate achievement is based upon service.

Challenge to Educators: A problem must be acknowledged before it can be solved. The Russell Sage Foundation report says that *ninety-five per cent* of the men in the nation are incompetent, through lack of proper training, to succeed at any trade, business or profession. This appalling situation is a challenge to the educational leaders of the country. Such inefficiency constitutes our greatest educational problem. It shows that education itself has not been sold successfully.

Education is not an end in itself, but a means to an end. The purpose of this book is to help solve some of our selling and business problems, to point out the way to more efficient methods of distribution, and to develop more efficient men and women.

J. S. KNOX

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Salesmanship and Business Efficiency

Revised School Edition

PART I

Personality Development

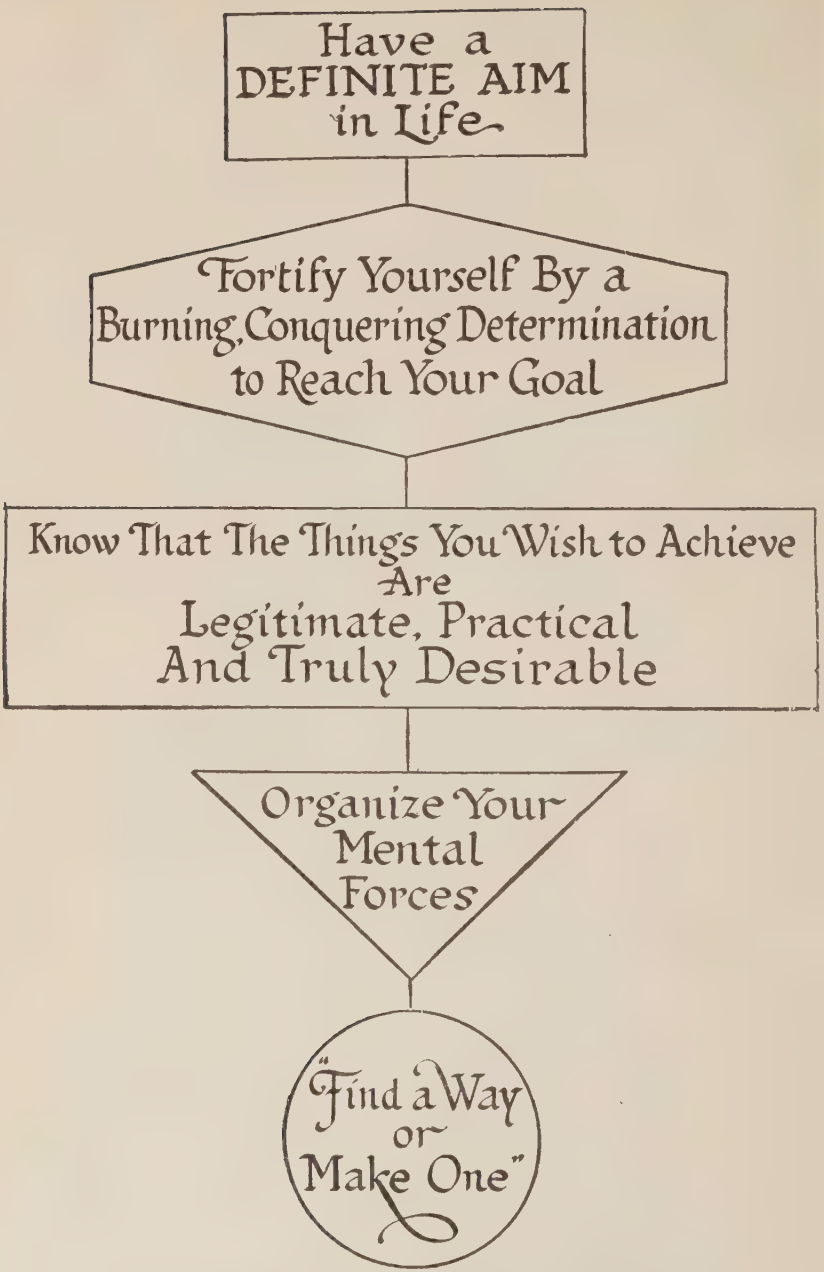


CHART II. HAVE A DEFINITE AIM IN LIFE

CHAPTER I

A DEFINITE PURPOSE

Have an Aim: What is the greatest cause of inefficiency in America? It is lack of a definite purpose. Experts declare that only ten per cent of the people of this country have an ultimate aim—a genuine motive for living. This is the great tragedy of American life. The man who has no object is going nowhere. He is just drifting, and consequently he never arrives.

The Drifter: Suppose a boat breaks from its mooring and drifts one hundred miles from shore. Will it ever return to the port from which it started? No, unless by sheer accident. It is tossed from the trough to the crest of the waves. It is finally dashed to pieces by the raging fury of the elements. The tragedy of life is to be found in the young man who drifts aimlessly out into life's elements, only to be dashed to pieces by the very elements which he, by divine right, should harness, master, and utilize in furthering him on his course.

Man With a Purpose: A young man without an ultimate aim is mere putty. But the man with a definite purpose has a conquering spirit. He flashes out upon the horizon like a fixed star. He sets the pace for other men. He leads the way. He has a vision. He knows which way he is traveling, and he knows why. He can see the end from the beginning, because he has pictured it in his imagination.

The Maximum Man: Why is it that one man has magnetism and another has not? Why is it that one man has a distinct personality and another has not? Why is it that one man has flashing eyes and another has not? Why is it that one man radiates courage, optimism, enthusiasm, ambition and leadership and another does not? It is because one man has anchored his life with a definite aim, an ultimate purpose, and the other has not. The man with a definite aim is the maximum man—the hundred per cent man. That aim creates within him life's great positive forces. It gives him an "energetic certitude and a fervent trust." Such a man was created in the image of the Almighty, and he is living up to his heritage.

Tragedy of the Drifter: The person who has a definite aim in life grasps every opportunity that will help him achieve his end. The person who drifts has no aim, and, therefore, sees no opportunities. This is the tragedy of the drifter. The young man whose ultimate aim is to be a great salesman, a great salesmanager, a great organizer, and a great business man, is doing everything within his power to make himself more efficient as a salesman, a salesmanager, an organizer, and an executive. Such a man takes nothing for granted. He does not guess. He prepares himself in advance for the positions he expects ultimately to fill. What kind of position do you expect ultimately to fill? If you expect to fill a ten thousand dollar position, then you will continue to prepare to fill it until you reach your goal.

Your Dominating Motive: True, as Harrington Emerson says: "There is one quickest, best, easiest method of acquiring the desirable things of life." But you must first decide what you want. The aim is the big thing.

When you once choose your purpose and fortify it by a burning, conquering determination, you will naturally begin to study ways and means for reaching your goal.

When a man once decides upon an objective he expects to makes sacrifices. He meets difficulties with eagerness. He is willing to endure almost any hardship in order to accomplish his purpose. People do not understand him because they cannot see his dominating, impelling motive.

Power of an Ideal: Every great achievement was made possible because it first existed as an ideal. Can you conceive of a man achieving anything worth while unless he knows where he is going? What is the greatest weakness in American life? It is this: we are conducting our lives by guess instead of by chart and compass. We are drifters and floaters on the sea of life, instead of being pilots and captains. We are followers and failures, instead of leaders and successes. When we get a vision of an ultimate ideal, a supreme purpose, it will not take long for us to revolutionize our lives, incomes, and possibilities.

The Human Derelict Hopeless: A ship that is going in the wrong direction can be turned, because it is guided by an impelling force. But you can do nothing with a vessel that is drifting. It is tossed from the trough to the crest of the waves. It is at the mercy of the elements. You can convert a man who has a mistaken purpose. You can show him the error of his way. But you can do nothing with the human derelicts who are drifting through life without purpose, and therefore without enthusiasm, without courage and without hope.

Ideals Must be Legitimate and Practicable: It is not enough merely to have a purpose. It must be legitimate.

A prominent man once said that when he was young his ambition was to make money and do good. Carnegie was asked what his business was and he said it was to do as much good as possible. Harrington Emerson says, "It is therefore not enough to have ideals. There must be some standard or standards of measurement and test. To be efficient you need not only ideals of the desirable things of life, but you need some way of knowing that the things you wish to achieve, attain, and acquire are legitimate, practicable, and truly desirable.

Low Ideals Disappointing: "The ideal of Captain Webb was to swim the Niagara whirlpool. He perished in the useless attempt. Barney Barnato, the diamond king of Kimberley, had great wealth as an ideal. But when he had become rich as his dream he drowned himself and his wearisomeness of it all in the waters of the south Atlantic."

Service to Humanity: To work for either money or fame for its own sake is unworthy of any man. There is only one legitimate purpose in life and that is to serve humanity in some way. A man's aim should be to serve his family, to serve the public, and to serve posterity.

Organize Your Mental Forces: The greatest piece of machinery ever constructed is not the adding machine, the typewriter, or the telephone, but the one within the human head. But that is a discovery the average man has never made. The mind and soul with all their thoughts, hopes, impulses, desires, prejudices, and aspirations are nothing but a confused jumble until organized and made effective by the conscious power of an earnest, consecrated purpose.

Dare to Have a Lofty Purpose: Find a young man who has set his mark, who has driven his imaginary stake, who has created within his imagination the position he purposes to fill twenty years hence, and you have a young man who will work out in real life the picture he first created in his imagination. Set no mark, dream no dream, build no imaginary air castles, have no definite aim, no vision of a larger self and a larger life, and you will be eternally doomed to drift and fail. You cannot avoid it. It is the law of life. This is the canker that is eating into the heart of American progress. This is the poison that is chloroforming the vast majority of our men and women, young and old. This is the subtle ether that paralyzes initiative and effort. We were created in the image of God. Let us arise in our might and throw off the imaginary shackles of impossibility. Let us dare to achieve. Let us get a vision of the blue sky above. Let us have an aim and an ideal that is worthy of the best men and women who ever lived. Let us look ahead not back, up not down, and press on.

Some Famous Resolves: Elbert Hubbard in his *Little Journeys* tells the story of another great resolve. "J. M. W. Turner as a boy living in Chelsea used to run errands for an engraver. Once, when he was sent with a letter to a certain art-gallery with orders to 'get the answer and hurry back, mind you,' the boy forgot to get the answer and to hurry back. Then another boy was dispatched after the first, and boy number two found boy number one sitting, with staring eyes and open mouth, in the art gallery before a painting of Claude Lorraine's. When boy number one was at last forcibly dragged away, and reached the shop of his master, he got his ears well cuffed for his forgetful-

ness. But from that day forth he was not the same being that he had been before his eyes fell on that Claude Lorraine. From that time Turner thought of Claude Lorraine during the day and dreamed of him at night, and he stole his way into every exhibition where a Claude was to be seen. The eyes of this boy, whom they had thought dreamy, dull and listless, now shone with a different light. He thirsted to achieve, to do, to become—yes, to become a greater painter than Claude Lorraine. He became the greatest landscape-painter of recent times, and if for no other reason, the name and fame of Chelsea should be deathless as the home of Turner."

And Columbus, threatened by a despairing and mutinous crew, pushed ever onward in his conquest of an uncharted sea and found a new *world of untold possibilities.*

Warren Hastings' Resolve: One May morning a young man stood on the porch of his ancestral estate in England. It was a beautiful day. The birds were singing, and the air was fragrant with the perfume of apple blossoms. The young man walked out into the yard and began this soliloquy: "This great estate has belonged to my ancestors for generations. It has been lost to me through mismanagement. Oh, what a fate! But I will not be conquered by fate. I will master it. I will win back this estate." He clenched his hands and gritted his teeth. There was fire in his eyes. He meant what he said, and he kept his word. Then and there was born a great resolution, a great purpose, a motive for living. He did buy back the estate. History knows this boy as Warren Hastings.

The Night School Gives Opportunity: Some years ago a boy was assisting his father who was a laboring man in an Ohio factory. But this boy had a definite purpose in

life. He created within his imagination the position he purposed to fill in twenty years. He studied shorthand at night and one day when an additional stenographer was needed he offered his services. "What do you know about shorthand?" inquired the man in charge. "Try me," replied the boy. "I have been studying shorthand in the night school." That boy became a stenographer that moment. Later this company wanted another bookkeeper. The boy again offered his services, and was asked what he knew about keeping books. His reply was that he had learned it in the night school. He was given charge of the extra work.

Study Wins Promotion: Sometime after this, the floor salesman was out at noon when a merchant came in to look at a cash register. The young stenographer, seeing that the salesman was absent, showed the merchant the line of machines. He was just closing the sale and doing it enthusiastically when the salesman came in. When the merchant left, the salesman asked, "You are only a stenographer, aren't you? How do you know enough about this business to sell a machine?" The beaming young stenographer with the order in his hand, responded, "I have been studying salesmanship at night and during my spare moments." "Why are you doing it?" inquired the salesman. "Because I want to become a salesman," was the reply. He was promptly engaged for that purpose.

A Good Financial Plan: When this young man went into the field to sell he was on his way up the ladder of success, the top of which he could see from the bottom. In order to reach the top as soon as possible he determined to make enough sales the first twelve days of every month

to pay his expenses as he planned to save all the money he made during the rest of the month. When he reached the twelfth day of each month he said, "I simply must make this sale today, because I need the money for expenses." When he reached the last day of the month he exclaimed, "I must make this sale to-day because I need the money for my bank account and if I do not make the sale, it will go over until to-morrow and the money will be used for expenses."

Results of an Abiding Purpose: Is it any wonder that a man with a motive like this to urge him on made a great success as a salesman? They made him a district manager at the age of twenty-three and elected him vice-president and general manager at twenty-eight at a salary of fifty thousand dollars a year. This young man was Hugh Chalmers and the company was the National Cash Register Company. Mr. Chalmers at forty was president of his own company and rated at a million or more. What did it? A definite aim! The ability of a Webster or a Napoleon would never have enabled him to rise as he did without the stimulus of a great purpose.

Real Living Requires a Definite Aim: "Many people go through life without knowing what it is to live. Unless you are living for something and know what it is; unless you have a definite aim in view; unless you are making the most of every talent with which nature or a kind Providence has endowed you; unless you are developing every day by judicious exercise every faculty you possess; unless you are gradually but unceasingly broadening, expanding, achieving better and better and greater and greater results, as the days and weeks and months go by; unless you are doing all these things, you are not living in

the right sense of the word. To spend your days in anything short of searching out the forces within you, and with a daily, active, vigorous, aggressive struggle to accomplish the aim of your life and live up to the best that is in you, is not to live but to exist. To take things passively as they come and get along with them whatever they are, is not even to exist, but to be tolerated." To say you cannot make a success is to place yourself on a par with the people of the middle ages. But to say you can and you will is to place yourself in the lead with the best men and women the world has ever known.

"I'll Find a Way or Make One": Many years ago, the late Rear Admiral Peary sought the north pole. Before he started he decided to get a motto that would encourage him in his darkest days. He found the one created by Hannibal, the great general. Before he was thirty, Hannibal had decided to cross the Alps and attack Rome. His advisers said it could not be done. Hannibal replied, "I will either find a way or make one," and he did. When Peary turned his face toward the frozen north he said, "I will find a way or make one to the north pole," and you know the result. When he was in the far north, living in his hut of snow, and it was sixty below zero and he saw nothing ahead of him but a great mountain of ice he simply said, "I will find a way or make one." When he passed the mountain of ice and saw nothing ahead of him but the cold purple waters of the north he did not falter but exclaimed, "I will find a way or make one." For twenty-four years he went on and on and on. He kept his purpose steadily in view. You know the outcome. I care not how much or how little ability one may have, if he has an ambition like that, he will accomplish amazing results.

SUMMARY TO CHAPTER I

1. The great American need is for a vision of a larger life.

2. The great tragedy of life is the lack of a definite aim, an ultimate object, a genuine motive for living.

3. A man fired by the passion of a great desire to achieve a worthy purpose, possesses magnetism, personality, leadership; he becomes the maximum man.

4. A man without purpose is a human derelict lost upon the great ocean of life.

5. The ideals *sought* must be legitimate, practicable, and serviceable to mankind.

6. Some illustrious examples mentioned: Warren Hastings, Hugh Chalmers, Rear Admiral Peary.

SUGGESTIVE QUESTIONS AND EXERCISES

1. What is the first great need of the young man or woman who would succeed?

2. How will a definite aim help you?

3. Who has the better chance, the man who is definitely going wrong or the one who is drifting? Why?

4. Have you a definite, dominating purpose? Can you state it clearly?

5. Give some illustrations from the text of men who won great success through the guidance of purpose.

6. Name some similar examples from your reading.

7. Secure the biography of some man who achieved in spite of difficulties, and make a careful study of it.

8. Who was Hannibal? Warren Hastings? Peary? Give definite facts about each.

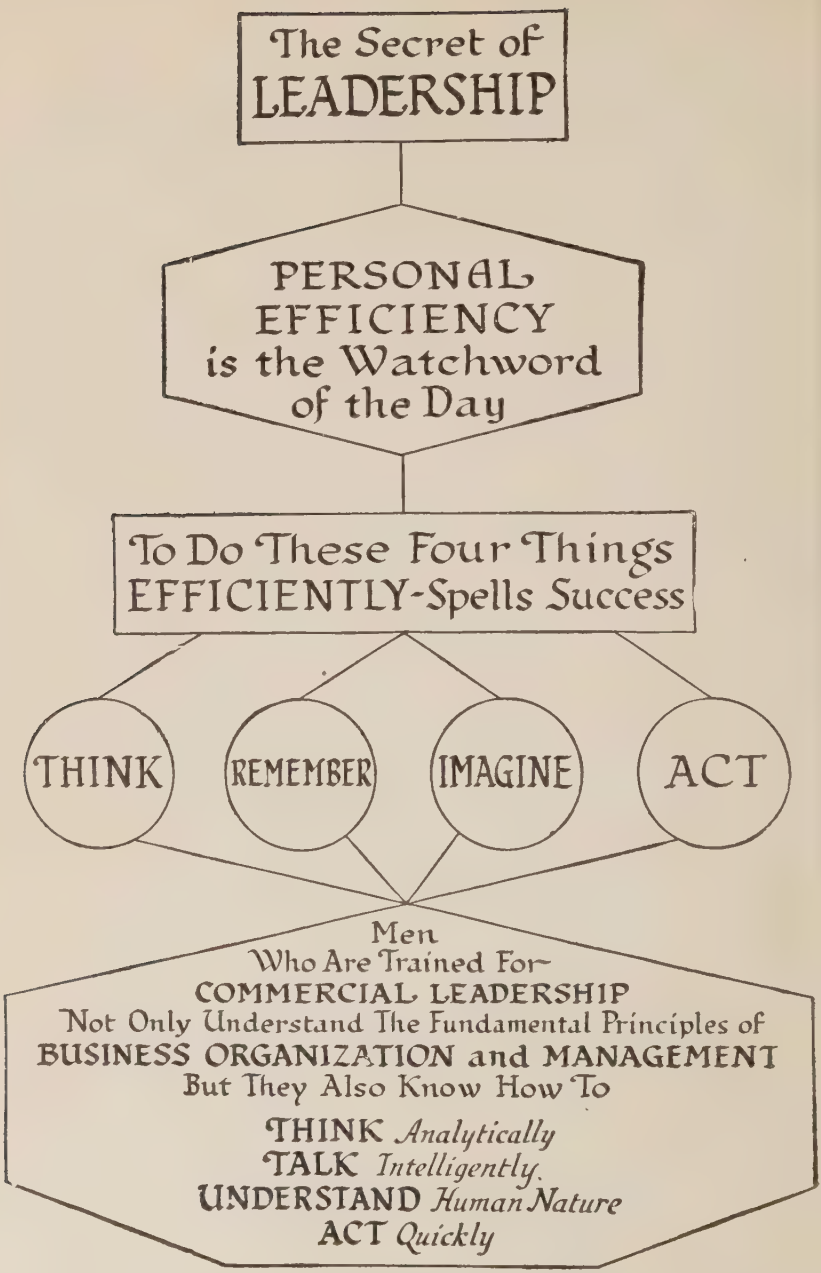


CHART III. THE SECRET OF LEADERSHIP

CHAPTER II

SECRET OF LEADERSHIP

Psychology Applied to Business: The last twenty years have seen tremendous changes in this country. The next twenty years will see an even greater improvement. Twenty years ago there was no such thing as a science of business, or a science of salesmanship. To-day these sciences are recognized everywhere. The student of the present and the future must be trained to meet the new developments. This condition has been created by applying psychology to the problems of business, salesmanship and advertising; and as a result of intense competition and the insistent demand for greater individual efficiency. In the past, business and selling were conducted by guess. Now we demand reasons. To know why is to increase individual ability enormously. Efficiency is the watchword of to-day.

Efficiency the Watchword of To-day: The problem of efficiency is to get a maximum of results with the minimum of effort. Our problem then, to begin with, is to find out how to train the human mind so as to attain this maximum of efficiency. To do it we must analyze the causes of failure as well as the reasons for success.

The Great American Desert: The late Professor James of Harvard, after years of investigation, came to the conclusion that the average man was using only one-tenth of

his brain power. The great American desert, therefore, is not located in Idaho, Arizona, or New Mexico. It is under the hat of the average man. One of the aims of this book is to irrigate this mental desert waste with the waters of a practical and progressive education which will cause it to bring forth a luxuriant harvest.

Cause of Low Earning Power: Roger Babson, the Statistician, says that four per cent of our men do ninety-five per cent of the thinking, planning and managing. This four per cent not only wields a powerful influence but is the mighty creative and directing force in the commercial and financial activities of the nation. There is an educational reason for this situation. All young men must go into one of the four great groups of endeavor, viz., the professional group, the agricultural group, the manufacturing group, or the commercial group. Less then two per cent of the men of the country go to college. About one per cent enter the professions, yet most of the vast educational resources of the past have been devoted to the training of the professional group—the one per cent—while the ninety-nine per cent in the agricultural, manufacturing and commercial groups have received very limited education. If two per cent of the men going into business were to receive the same commercial educational advantages as the one per cent professional group get in that field, this two per cent would undoubtedly furnish more than ninety per cent of our business leaders. Lack of sufficient commercial education causes a great lack of high-priced men.

Lack of Efficient Men: Hugh Chalmers, formerly president of a great automobile corporation, says: "Five great M's go to make up the problem of every business man in

this country to-day. They are *money*, *material*, *machinery*, *markets*, and *men*—and the biggest figure in the problem is *men*. Really valuable men, high-priced men, are the hardest things to get of all the things we manufacturers need. Men in the mass are the cheapest things in the market. There are too many $1,000 men and too few who are worth $10,000 a year."

Causes of Failure: Men who are trained for commercial leadership not only understand the fundamental principles of business, but they know how to think analytically, talk fluently, write effectively, and understand human nature. The next quarter of a century will demand that a man receive such mental training that he will become an analytical thinker; that he will learn how to reason from cause to effect; it will demand that a man learn how to express himself intelligently, fluently, and vigorously; it will demand that a man know how to write a business-getting letter, circular or advertisement, and it will demand that a man know the point of view of those with whom he does business. In order that we may accomplish this end we must analyze the mind and find out *why* we fail and *why* we *succeed*. The *main reason why* the average man fails is because he has never learned how to think analytically, consequently he guesses. There are really just four things we do in life. We *think*, *we remember*, *we imagine*, *and we act*. To accomplish these four things *efficiently*, spells success.

Examples of Wrong Thinking: An automobile salesman in Chicago, while driving his demonstrator, had a collision with another machine. On his way to the sales rooms he thought, but his thinking did not harmonize with the facts. His judgment had not been carefully trained. If

it had, he would have known that dishonesty and falsehood inevitably lead to failure and disgrace. He reported to his salesmanager that he had accidently run into a safety island. Unfortunately for the salesman, the owner of the other car reported at the sales rooms the next day and lodged a complaint for damages against the company that employed the dishonest salesman. That young man lost his position in less time that it took him to tell the lie in the first place and possibly blighted his whole future career. He thought, but he paid a big price for wrong thinking.

Another Example: One day a retail house received a telephone call from an angry customer. He said he had given the salesman an order for twelve dollars' worth of goods to be delivered at once, but a week had passed and he had not received the goods, in spite of the fact that he had been promised delivery the same day. The house immediately discovered that the order had never been sent in. The salesman was called up over the telephone. He admitted that he had the order in his pocket. He had spent the twelve dollars but expected to make it good in a day or two. He was discharged at once. He paid an awful price for wrong thinking and using poor judgment. The head of the company would have gladly loaned him the money he needed.

A Problem of Profits: A large organization sent a letter to four thousand retail merchants who were worth from $10,000 to $40,000 each. In that letter the merchant was asked to solve a simple problem. Here is the problem: "Suppose you bought an article for one dollar and your cost of handling that article was twenty-two per cent, how much would you have to sell the article for in order

to make a net profit of ten per cent?" Just twenty-two per cent of the replies were right. The average business man does not know enough about bookkeeping and arithmetic to enable him to think accurately. An authority states that, "Only about ten per cent of retailers rated at $5,000 or less know how to figure percentages of profit."*

Wrong Thinking the Cause of Failure and Crime: Failure and crime are due to wrong thinking and poor judgment. "Sin is misdirected energy." We must learn to think right first and when we think right, that in itself will go a long way toward developing a good memory.

Association Aids Memory: An idea which is not clear to us will not be remembered. The subconscious mind always retains an impression once it is photographed upon the negative sensitized plate of the mind. To have a good memory you must pay attention to every new idea, name or face; you must concentrate your mind upon it and then associate the new idea, name or face with something similar with which you are familiar. Take this definition of salesmanship for illustration: "*Salesmanship is the manner, method, and art of most economically effecting the exchange of an article for money, to the equal and permanent satisfaction of the buyer and seller.*" If you try to remember this definition as a whole, you may fail, but if you associate it with mutual benefit, which is the central idea, you will have no trouble in remembering it in substance, at least.

Illustrations of Association: A man stopped a book salesman on the street one day and asked that a book be sent to one of his friends. The name given was familiar;

* See Appendix for solution of this problem.

so a note of it was unnecessary. The initials were R. A. The salesman immediately realized that he would have no difficulty remembering them as he had a brother with the same initials. In like manner, a man named Peculia was easily remembered because he had a peculiar face. And a dentist named Dr. Price could not be forgotten because of the price he charged.

Remembering People's Names: A young man went into a strange tailor shop in Chicago and ordered a suit. The man who made the sale was a very agreeable and attentive little man. The young man secured the suit and left the city. Three years later he was in Chicago and decided to get another outfit at the same place. When he went in he was met at the door by the same man who had waited on him three years before. With a smile the tailor walked up and exclaimed: "Why, how do you do, Mr. Jones? I am very glad to see you." The young man asked, "How is it possible for you to pick my face out of the thousands who have been in here since I was here three years ago, and how can you remember my name and associate it with my face?" The tailor replied, "That is a very important part of my business." To develop a good memory is to overcome indifference, carelessness, and laxity and to strengthen the qualities of attention, concentration, alertness, and observation. As a mental asset, it is of great value.

Value of Imagination: We next come to the training of the imagination. Imagination is the inventive, creative, image-making power of the mind. The young man who cannot look into the future and create for himself a position of importance will not be likely ever to gain such a position. The young man who can see himself,

ten or fifteen years hence, the manager of a great concern with attractive offices finished in oak or mahogany, with beautiful furniture and elegant rugs, with supervision of many stenographers and office employees, will some day make just such a place for himself. This is a creative idea, a tremendous spur to the ambition, a goal to be reached; such an inspiration thrills its owner and develops within him the conquering spirit. It grips him, it arouses him, it makes a new man of him. A man with such a mission pays no attention to obstacles, except to use them as stepping stones to help him reach his goal, which is always in sight.

Use of Imagination in Salesmanship: Here is a simple contrast of the non-use and use of imagination in salesmanship. It was Saturday afternoon and two boot-blacks were out shining shoes, the one on the left side of the street and the other on the right. The one on the left side of the street used five words in selling his shoe shine. He exclaimed: "Get your shoes shined here." The one on the right side of the street used five words. He cried: "Get your Sunday shine here." But what a difference in the results. The first boy thought only of shoes that might or might not need a polish. His appeal was made only to the feet. The second boy fired the imagination. "Get your Sunday shine here." What a train of thought that cry started in the mind of the busy business man as he was hurrying by! Here is what it suggested: "Tomorrow is Sunday. I must go to church, or we are going to have company at dinner, or I will, of course, have to be dressed up, or I need at least one good shine a week to keep my shoes in shape." The result was that the boy who knew how to appeal, consciously or unconsciously,

to the imagination, did double the business of the boy who thought merely of a man's shoes and not of his head.

Knowledge Must Result in Action: But how much does it profit a man who is able to think, remember, and imagine, if he does not know how to use his information; how to express himself; or how to act? Here are some illustrations which make the meaning clear. A young man came into the office of a salesmanager recently seeking a position as a salesman. When asked about his experience he replied: "I ain't had none." That was action, negative and demoralizing, through expression. What was the judgment as to his educational qualifications? It was apparent that he had none and was so informed. "But," he responded, "I am a high school graduate." He was then asked why he used the language of the street. He replied that he did it through carelessness. What a sad confession! Carelessness is our greatest "business criminal." According to Dun and Bradstreet, sixty per cent of all failures in this country are due to that one cause. We must be exact in our speech, in our figuring, in our bookkeeping, and in our shorthand. But first we must be accurate in our thinking for as a man thinketh so does he act.

Lack of Confidence: A very competent young woman had just finished her bookkeeping course. The president of the school took her to the head of a concern that wanted a bookkeeper. He asked: "Miss Jones, can you do our bookkeeping?" Miss Jones replied: "I don't know." What is the use of having trained ability unless we have learned how to sell our services? This young woman had knowledge and training, but she was sadly lacking in self-

reliance. The author has taught salesmanship to thousands; he has delivered lectures on salesmanship to all classes of business men, and has found by personal inquiry that fear has made failures out of a large number of really capable men and women. They have missed great opportunities because they did not have the courage to venture when Fortune called.

Selling Your Services: The president of another commercial school states that one of his students, a young woman who had studied salesmanship in his school, sold her services as a teacher for twenty dollars a month more than she ever received before, and she did it in the face of the strongest kind of competition. So you might as well learn right here at the beginning that it is just as necessary for you to know how to sell your services as it is necessary for you to discover that the *philosophy of salesmanship is the philosophy of leadership and the philosophy of leadership is the philosophy of success.*

The Basis of Leadership: No man can hope to be successful without studying the philosophy of leadership, and there is little philosophy of leadership taught anywhere outside of the philosophy of salesmanship. Even the colleges and universities are not, to any great extent, teaching this philosophy. *Leadership consists of the ability to lead and control thought and action. It enables us to influence people to think as we think, feel as we feel, and act as we would like to have them act.* This definition of leadership also explains salesmanship. It is broad enough to apply to the applicant for a position, the man selling goods, the merchant, the manufacturer, the lawyer before the jury, the governor of a state, or the President of the United States.

Man May be Master: This new and inspiring philosophy is making it plain to the human race as never before in all the history of the world, that *man is not the slave of his environment. He can become master of himself and his circumstances. He can control his environment and not have his environment control him. He is creator and captain of his own destiny.*

SUMMARY TO CHAPTER II

1. The rapid transition taking place in the business world due to the application of psychology to business methods demands a leadership that is based on efficiency and character.
2. The inefficiency of the business methods of the past is indicated by the inadequate usage of brain power and the meager earnings of the average man.
3. Efficiency essential to leadership may be secured by correct thinking, retentive memory, creative imagination, and decisive action.
4. Leadership consists in the ability to lead and control thoughts and actions, to influence people to think as we think, feel as we feel, and to act as we would have them act.

SUGGESTIVE QUESTIONS AND EXERCISES

1. Why are business men compelled to study the science of business, salesmanship and advertising today?
2. What are the four great causes of failure?
3. Why isn't the average man a better thinker?
4. How can one learn to talk better?

5. Can a man be a successful business leader without training?

6. How can a man train his memory and his imagination?

7. Why is the philosophy of the average man the philosophy of failure?

8. Define salesmanship.

9. Why is every man the creator of his own destiny?

10. Write an article of one hundred words showing why some men fail in business and others succeed.

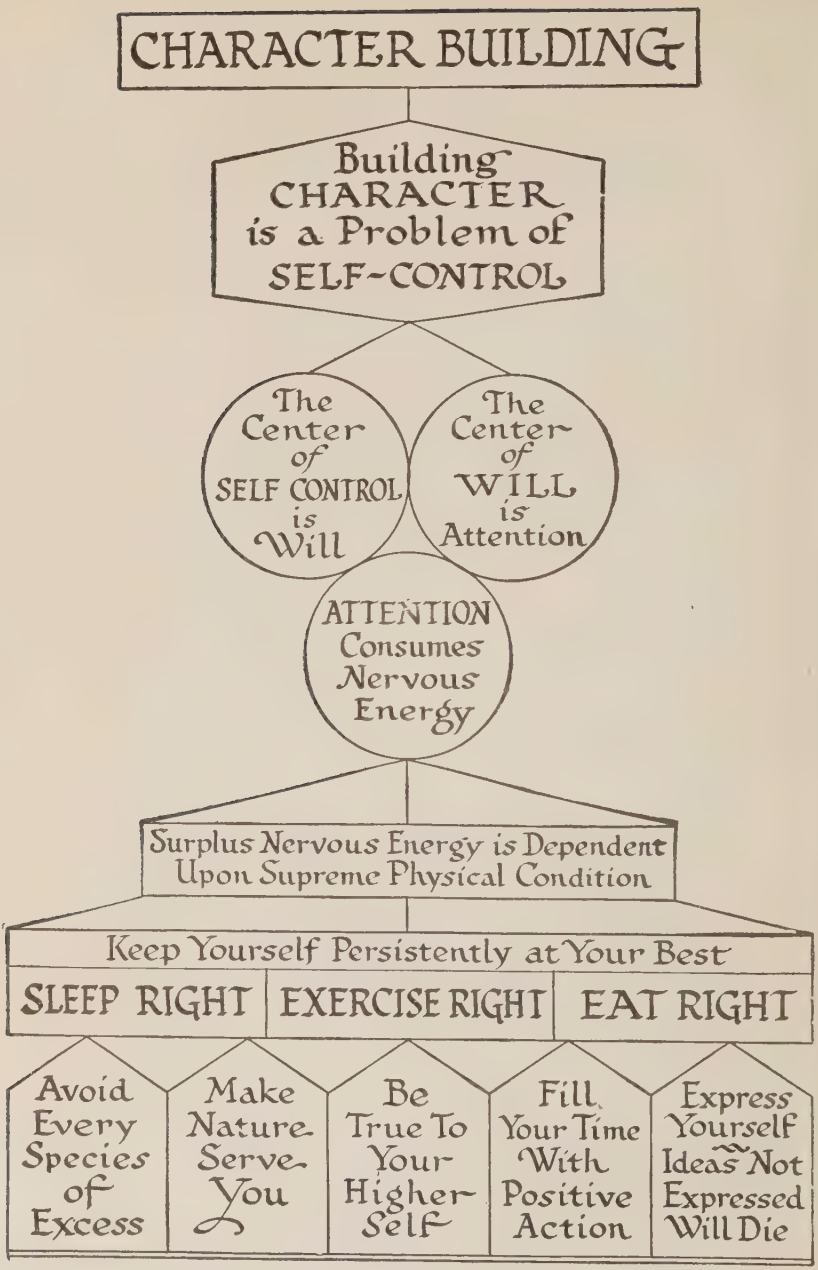

CHARACTER BUILDING
Building CHARACTER is a Problem of SELF-CONTROL
The Center of SELF CONTROL is Will
The Center of WILL is Attention
ATTENTION Consumes Nervous Energy
Surplus Nervous Energy is Dependent Upon Supreme Physical Condition
Keep Yourself Persistently at Your Best
SLEEP RIGHT
EXERCISE RIGHT
EAT RIGHT
Avoid Every Species of Excess
Make Nature Serve You
Be True To Your Higher Self
Fill Your Time With Positive Action
Express Yourself Ideas Not Expressed Will Die

CHART IV. CHARACTER BUILDING

CHAPTER III

CHARACTER BUILDING

False Philosophy: In analyzing the causes of failure, we find that they lead right back to man's thinking. The philosophy of the average man is the philosophy of failure. To make him successful, his philosophy must be changed. There should be an intellectual and moral revolution in his life. The average man thinks it is not necessary for him to develop the study habit. He does not realize that knowledge is power. He does not understand that time is money; in fact, he places no definite value on time. He does not comprehend that health is his greatest asset. He often does not comprehend the weakening effect of alcohol, cigarettes, late hours and loss of sleep upon health and strength. He is sure that success is a matter of pull rather than push. He does not realize that all pull will ever do for a man is to pull him down. He does not know that character is the greatest asset in business, and that there can be no lasting achievement without it. He acquires this false philosophy from a negative environment. He grows up with it on the street and his only salvation is to replace it by a better philosophy. To do this he must study and absorb the philosophy of character building, service to humanity and constructive business building.

Doctor King on Character Building: One of the best articles ever written on the subject of character building

and character analysis was written by President Henry Churchill King of Oberlin. The following is a quotation from the article:

Fight or Die: "In the first place, it seems to me, that at the lower moment when it looks as if everything were going, it is well for a man to say to himself in all seriousness, '*Everything is now at stake;* it is fight or die.' That is the situation. A friend of mine, with the marks of a serious disease upon him, went sometime ago to a distinguished specialist in that disease and consulted him. The physician, after carefully going over his case, said to him:

" 'I think the disease has not gone so far but that if you will vigorously follow this regimen which I prescribe for you, you can still pull through.'

"My friend heard him out as to the regimen that he proposed and then objected: 'Why, doctor, I would simply die if I had to live under that regimen.'

"The doctor turned upon him and somewhat gruffly exclaimed, 'Well, die then.'

"He had just one chance. Let a man say to himself, in like manner, in one of those lower moments when he is likely to be engulfed by temptation, 'It is fight or die.' "

Keep Fit: "Moreover, I think a man ought to ask himself in these lower moments: 'Why the lower moments?' And the second suggestion, therefore, that I have to make is: *Keep yourself persistently at your best.* You have no right to have these lower moments continually breaking in upon your life. Just as in health that is the secret, so here in character it is the secret. You are to guard conditions and strive to keep yourself at your very best. Not tolerable health, but superb health, what Emerson called

'plus health' must be the aim. I know no way in the matter of bodily health except simply to say this: I will carefully, conscientiously observe the conditions that will keep me at my best. In the same way, no man can be certain of character who is willing barely to keep the breath of moral and spiritual life in him, and not aiming persistently at the very best of which he is capable, and therefore conscientiously observing the conditions that will keep him at his best. It is the subtle, gradual deterioration which we are to fear as death.

"In the third place, we are to consider the conditions, bodily, mental, and of association.

Character: 1. "And, first, the bodily condition. I suppose there is hardly a clearer lesson in all modern philosophy than the unity of man—mind and body. You may like it or you may not like it; it makes no difference. You are not now a disembodied spirit whatever you may be hereafter; you are in the body; you have to get on with your body, if you expect to make such achievements as you ought to make in your moral and spiritual life. And those conditions are not far off. Let no man think that they are unimportant. The problem of character, what is it? *The problem of character is the problem ultimately of self-control.*

Self-Control: "That which distinguishes you from the animal below you, and that which distinguishes you as a sane man from the insane man, is to no small degree this power of self-control. The animal, James says, has a 'hair-trigger constitution.' What does he mean by that? He means simply that the animal, having an impulse, must yield to it, but as a human being you can hold your-

self in check, and not yield to impulse, through attending to some other consideration.

"Self-control, I say, is the root virtue of all virtues. It is the very center of character. But the center of self-control, of course, is will. And the center of will, what is that? Attention. For if this temptation which now besets you is not to sweep you off your feet, what has got to be done? You must be able in the presence of the temptation to hold your attention fixed upon those higher considerations that ought to prevail, but seem now in danger of not prevailing; and if you can do that you are safe; and if you cannot do it you are lost.

Will and Attention: "The center of character is self-control. The center of self-control is will. The center of will is attention. Now what has all this to do with the body? Just this. The greatest cause of fatigue is attention; that is what tires more than anything else. It takes nervous energy to attend; and the supreme condition, therefore, of power of attention, so far as the body is concerned, is surplus nervous energy. That is the whole problem. Character, self-control, will, attention—its supreme physical condition, surplus nervous energy. You have no right then as a man who means to fight an honest fight to disregard the conditions through which you are to get surplus nervous energy. That means that you are going to see to it that you get sleep enough, to see that you get exercise enough, to see that you attend to all these conditions that have to do with surplus nervous energy; especially that you will avoid every species of excess, particularly emotional excess; that you will thus honestly do what you can to keep in yourself surplus nervous energy. Then you have a margin of capital, with power to attend,

with power to will—therefore of self-control. The danger of fatigue, then, is manifest. The record of Saturday nights in this world of ours is a tragic record. The problem of Saturday nights is already a national problem in Germany because that is the time when men are run down, at their worst physically, and when, therefore, they are exposed to every temptation.

"Now, one cannot always control the conditions. There will be times, when, in spite of all precautions, a man will find himself necessarily and rightly fatigued. Bear in mind that at that time you are to be especially on your guard against sudden onsets of temptation. There is nothing clearer in modern psychology than that the weakest in us bodily, mentally, morally, tends to come out in these moments of fatigue; and, therefore, at these moments we are to guard ourselves with special care against sudden temptation. Sometimes you get up in the morning with a consciousness that you are not at your best, that you are on a low physical plane, that it is going to be hard for you to be what you ought to be that day. That is the day when you can know you have a fight on hand. You may as well prepare for it from the beginning and watch it to the end.

Mental Conditions: 2. "In the second place, there are the *mental conditions*. For it is not only true that we are one, body and mind, but it is true that this mind of ours is, in a wonderful degree, one; and the unity of the mind makes it imperative that there should be nothing lacking at any single point. We do not know when we are sapping the foundations. Let me take simply two or three illustrations of the need of heeding the unity of our mind, where many might be taken.

"And, first, *you cannot play with your memories* and be what you ought to be as moral men. There are men, for example, who like so well to tell a good story that it grows continually on their hands, and they simply get where they cannot tell the truth if they want to. You know what happens under such circumstances. These men cannot trust their memory. Now, the power of holding yourself in the presence of temptation often depends upon this; that you are able to recall vividly and with scrupulous accuracy the exact results of your previous experience; and if you have played fast and loose with your memory, it will prove false in your hour of peril.

"And note this other danger—*vagueness of thought.* If you allow yourself to remain in this condition, you are not simply interfering with your intellectual growth; you are doing something to sap the foundation of your moral life, for the moral life is made of a series of volitions that involve the thought; vague promises, vague aspirations, do not go well with that direct kind of definite willing that belongs to character.

Attention and Concentration: "Especially in this matter of mental condition, do not forget the *necessity of power of attention*, and remember that anything you do at any time really to strengthen your power of concentrated attention is so much added to your mental and moral capital, and anything you do at any time to break down your power of attention is so much further preparation for disaster. Every time you hold yourself rigorously to the task that is appointed to you for the time, definitely attend to it and carry it through with concentrated attention, you are adding to your mental power. The human spirit is

not a bundle, but an organic unity, and you cannot break down the mental and not affect the moral.

3. "Third, we are to consider the conditions of *association*. Here I touch upon what is really the supreme condition of all conditions, and to which, here, I can only give a word. We know but one absolutely certain way to make character, and that is through a surrendering persistent association with those who have such a character as we seek. That is the only way.

"Let me go on to say in the next place, *remember that self-control*, which is at the very center of character, in spite of its name, *is always positive*, never negative. I think many men have made disastrous mistakes at this point.

1. "That means, first, on account of your relation to the body that you are to *seek positive help from the body*. I think Browning has that in mind in the Rabbi Ben Ezra when he says:

> 'To men propose this test:
> Thy body at its best,
> How far can that project thy soul
> On its lone way?'

"I do not think that that is a skeptical, cynical question, but I think it is a challenge, 'A God-like challenge in the night to our too reluctant wills.' Any man who means to be the man he can be in character, must say, 'I am going to get positive help out of this body of mine.'

Build Your Body: "And if that is to be true, he must make his body the best *instrument* that he can make it for the spirit—the very best medium for the spirit to work through. I suppose that it ought to be true that a series of photographs of a man taken from year to year through

his life ought to show that the spirit is increasingly dominating the body, and that the light of the spirit, yea, of the Spirit of God, is increasingly shining out through the face, and bearing, and mien.

"The man who intends to get the most help from his body, will, besides, make his body the very best *foundation* that he knows how to make it for the varied demands of life, broadly laid, deeply laid, and well laid.

"He will further see to it that his bodily exercise is a direct aid, as it may be, to intellectual and will training. For all the higher forms of bodily exercise, Romanes tells us, are exercises even more of the higher brain center than of the muscles. Make your body help your soul; make your body project your soul on its lone way. One can sit down passively before nature and regard it as a limitation if he will; or he can say, by the study of the laws of nature, 'I will learn its secrets and I will make nature serve me.' And one can do just that with reference to his body.

Control Emotions: 2. "Moreover, if self-control is to be positive, one must remember that *control of the emotions is always indirect.* You cannot directly determine whether you shall feel or not. Emotion spontaneously arises in the presence of its object. That you cannot help; but you can direct your attention to another object. The small boy who is looking through the fence at a patch of watermelons that is not his, cannot prevent his mouth from watering, *but he can run.* And you cannot keep your emotions from arising in attention to the exciting object, but you can *think of something else.* You are not clay in the hands of your circumstances. You are endowed with that which makes you akin to God in His creative power

—a will. You can use that will in attending to something other than this object which now works upon your emotions. We are often told to-day that our environment makes us. That is a dangerous half truth. The whole truth is this: Not your environment makes you, but that part of your environment to which you *attend* makes you. The same environment means different things to different men. Why? Because different men are attending to different things in it. Let ten men travel over exactly the same route to Europe; do they come back with the same things? By no means. Each man has seen and gotten what he attended to.

"You are, then, to control your emotions indirectly through attention to some other object. You may also control your emotions by *acting in the line of those emotions that you think you ought to have. At a given time, for example*, a man may be feeling far from cheerful and without courage. This at least, he can do; he can take a good long breath, and stiffen up his backbone, and put on the mien of cheer and courage and so doing, he is far more apt to become more cheerful and courageous. There are two sorts of selves in you, a lower and a higher. You can be true to your higher self, or you can be true to your lower self. *But you are bound to be true and loyal to your higher self*, to the very highest vision that is given you. And one of the sensible, helpful ways to get the emotions you think you ought to have is to act in the line of them. It is to no man's credit to act as badly as he feels. He is rather bound often to act much better than he feels and so acting, he will be helped to better feeling.

3. "In the third place, positive self-control means that you are *to attend*, as I have already implied, to some-

thing else than the temptation which threatens to engulf you, to replace that tempting thought with some other. Do not merely fight a thought. You cannot get rid of a thought—this envious, foul, hateful idea that is in your mind—by simply saying this, you are persistently keeping it in mind, you *are* thinking of it. You can get rid of it in just one way: by thinking of something else. You must take the positive way out. The law is simply this—it is a very simple law: *You cannot have an empty mind, and you cannot think of two things with concentrated attention at the same time.* As you try to follow this suggestion, it may seem to you that you think of two things at the same time; you are thinking first of one thing, then of another—letting the thought you ought to hold be broken in on continually by the other thought. Only keep your attention steadily fixed upon the consideration that ought to hold, and it will hold you.

Thought Precedes Action: 4. "And in the fourth place, positive self-control means that we are to heed that principle which the psychologists call the *impulsiveness of consciousness;* that is, that every thought, by its very presence in the mind, tends to pass into an act, and will do so, if it is not hindered by the presence of some other thought leading in some other direction. That principle is of very great importance in all our moral and spiritual life. If you are sitting in the parlor of a friend, while you are waiting for him, and there is an open letter on the table, and you are not thinking particularly of what you are doing, but have your eyes on the letter, before you know it you will likely put out your hand and take it up and begin to read it, until you recall yourself with a start. The single idea, unchecked for the moment by any other,

was present in the mind; it passed into action almost in spite of you. The teaching of modern psychology, then, is that a thought in your mind will pass into an act unless checked by some other thought; and for our moral life this is strenuous counsel to *withstand beginnings*.

5. "And positive self-control will mean, further, that you are to *resist the evil with the good;* that you are not simply to stop doing bad things because they are bad, but you are to get into the attitude that Spinoza calls the attitude of freemen and have done with the bad because you have something a great deal better to do. Change your negatives into opposite positives. I have little hope for a man who goes through his life saying, 'What is the harm?' What kind of attainment can a man make in his moral life if his one great question is, 'What is the harm?' and he does not replace the question with this other, 'What is the very best thing that is now open for me?' For next to bad, the good is the worst enemy of the best.

Express Your Convictions: 6. "In the next place, remember that, body and *mind, you are made for action.* The body, one of our psychologists tells us, is only a machine for converting stimuli, coming into the brain by the afferent nerves, into reactions, going out by the efferent nerves. And the principle of the impulsiveness of consciousness shows with equal clearness that in mind, too, we are made for action. Every idea tends to pass into action. We are made, then, for action. This is the real justification of the far slower methods of the laboratory and seminar in modern education. *One must do, to know. It is not enough passively to receive an idea; if it is really to be yours, you must express it in some way, you must put*

it into action. Your idea or ideal is not fully yours until you have expressed it. The resulting law for character is clear and unmistakable. *That which is not expressed dies.* If you would kill an idea, deny it absolutely all expression; it will die. On the other hand, if you have an idea that you wish to live, to be a reality, you must express it. You may not rest content with fine thoughts, and fancies, and sentiments, and feelings, and aspirations. If you are not willing to become mere sentimentalists, you must put them into action. Some of us have been in the habit of speaking of the danger from the theater and from novel reading in arousing emotions and sentiments that we simply allow idly to be dissipated. We need to remind ourselves that the same law holds for emotion and sentiment, however aroused, whether by theater, or novel, or concert, or lecture, or sermon. If you have been stirred to moral feelings in any way, as you prize your moral life, see to it that your feeling gets some real and tangible expression; put it into action.

"*Give the best persistently a chance at you.* The only effective road to character we know is through personal association with the best. Fill your time with positive service. *Do not drift. Have definite things on hand to do.*"

SUMMARY TO CHAPTER III

1. The average man's philosophy of life must be changed.

2. Character is an important factor in leadership and is based on self-control, will power, and the ability persistently to attend to right things.

3. Physical and mental exhaustion invites temptation

and irresolution and must be avoided by the development of the physical and mental strength that keeps one at his best in the midst of long continued strain.

4. Surplus physical energy is secured by regular and proper habits of sleep and exercise and by the avoidance of every species of excess, either of desire or emotion.

5. Mental vigor and unity are achieved by a vivid and scrupulous accuracy of memory, by definiteness of thought, and by the power of concentrated attention.

6. Right associations are supremely essential to the formation of right character.

7. Character that is positive, creative and active produces effective leadership.

SUGGESTIVE QUESTIONS AND EXERCISES

1. Why is character one of the greatest assets in business?
2. How do you distinguish between character and reputation?
3. What is the first requisite of character building?
4. Explain how thoughts affect character.
5. Why does attention consume nervous energy?
6. How can you keep yourself persistently at your best?
7. How do habits influence character?
8. Can you make character by thinking? How?
9. What can you do to improve your character?
10. Why do ideas not expressed die?

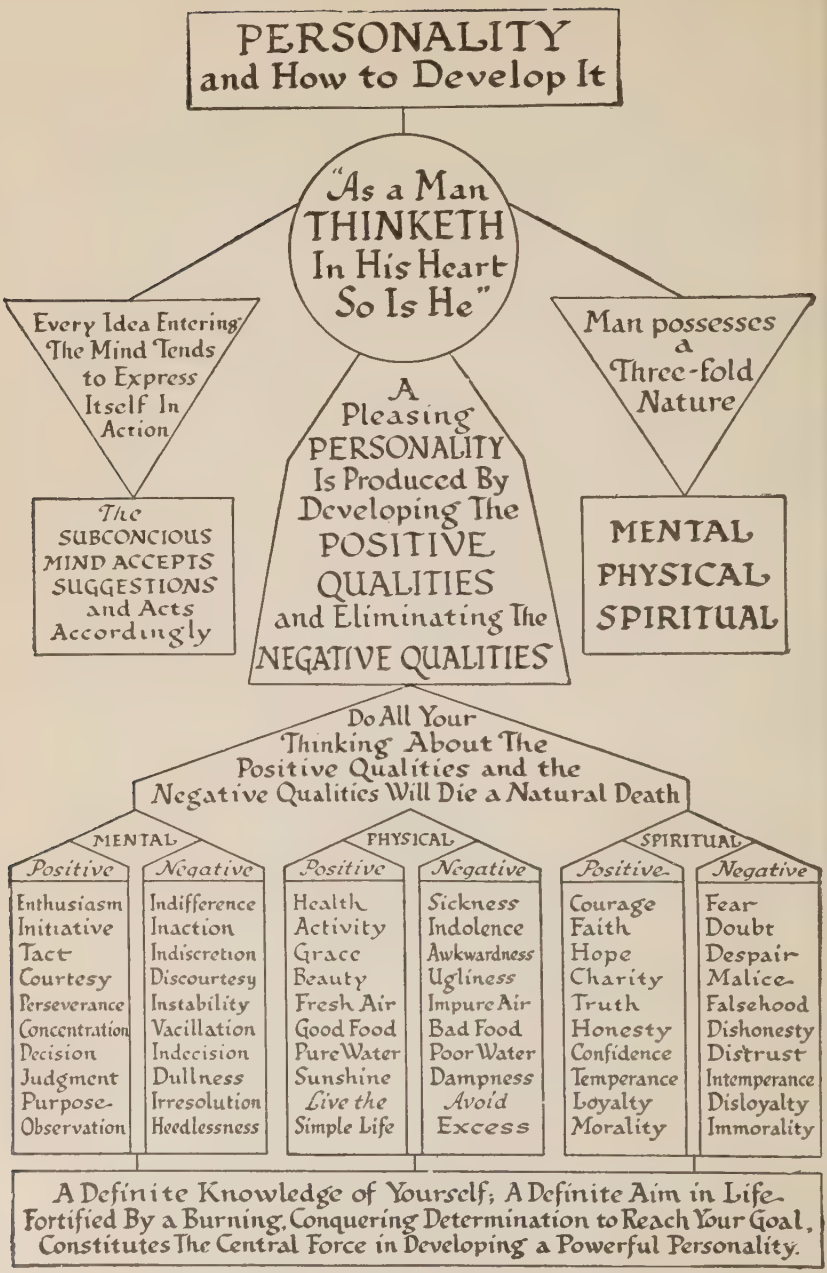

PERSONALITY
and How to Develop It
"As a Man THINKETH In His Heart So Is He"
Every Idea Entering The Mind Tends to Express Itself In Action
The SUBCONCIOUS MIND ACCEPTS SUGGESTIONS and Acts Accordingly
A Pleasing PERSONALITY Is Produced By Developing The POSITIVE QUALITIES and Eliminating The NEGATIVE QUALITIES
Man possesses a Three-fold Nature
MENTAL PHYSICAL SPIRITUAL
Do All Your Thinking About The Positive Qualities and the Negative Qualities Will Die a Natural Death
MENTAL
Positive: Enthusiasm, Initiative, Tact, Courtesy, Perseverance, Concentration, Decision, Judgment, Purpose, Observation
Negative: Indifference, Inaction, Indiscretion, Discourtesy, Instability, Vacillation, Indecision, Dullness, Irresolution, Heedlessness
PHYSICAL
Positive: Health, Activity, Grace, Beauty, Fresh Air, Good Food, Pure Water, Sunshine, Live the Simple Life
Negative: Sickness, Indolence, Awkwardness, Ugliness, Impure Air, Bad Food, Poor Water, Dampness, Avoid Excess
SPIRITUAL
Positive: Courage, Faith, Hope, Charity, Truth, Honesty, Confidence, Temperance, Loyalty, Morality
Negative: Fear, Doubt, Despair, Malice, Falsehood, Dishonesty, Distrust, Intemperance, Disloyalty, Immorality
A Definite Knowledge of Yourself; A Definite Aim in Life. Fortified By a Burning, Conquering Determination to Reach Your Goal, Constitutes The Central Force in Developing a Powerful Personality.

CHART V. PERSONALITY AND HOW TO DEVELOP IT

CHAPTER IV

PERSONALITY AND HOW TO DEVELOP IT

"The greatest and most vital power in influencing life is personality. It is greater than law, instruction, or example."—Lyman Abbott.

Personality Defined: For a good many years we have heard the subject of personality more or less discussed, but the average individual has a very inadequate conception of what personality really is. This, of course, is to be expected in the absence of a definition; and since no adequate definition of personality has thus far been given, the author presents the following, which, of course, refers to positive personality: *Personality is that magnetic outward expression of the inner life, which radiates courage, courtesy, and kindness. It attracts people by producing a pleasing effect, and is the product of the development of the positive qualities; it makes a man a leader in the affairs of life instead of a follower.*

"I Have No Personality": While the author was attempting to engage the services of a Northwestern University student to sell goods during his summer vacation, this particular student declared that he did not feel competent to do the work. His classmate, Mr. L., who had made a great success the previous summer, was immediately referred to. "Oh, yes!" said the student. "That is all right for Mr. L. He has a good personality;

he could succeed all right, but I could not. I have no personality." He was asked to explain what he meant by personality. He said he did not know exactly; that he could not define it. Nor could the author find any satisfactory definition at that time.

The Key to the Problem: The author then began a thorough and analytical study of the subject. The Sunday following he heard the late Dr. Frank W. Gunsaulus preach and remarked that he had a good personality. During the same week he listened to the late Mr. Bryan and remarked, "He has a most striking personality." The author reflected again upon the nature of personality as he studied Mr. Bryan. What is it? What are its underlying principles? Can they be analyzed and studied? In his reflections these thoughts came to his mind: "*He is kind, courageous, diplomatic, aggressive, honest, enthusiastic, and he seems to possess an unconquerable will.*" The key to the perplexing problem immediately manifested itself. The qualities named are positive. Therefore, personality is produced by developing positive qualities and eliminating negative qualities. Each positive quality has for its opposite a negative quality, as light—darkness; heat—cold; good—bad; honesty—dishonesty; courage—fear, etc.

Qualities That Determine Personality: Here is a chart giving a list of positive and negative qualities placed under separate headings. It is rather hard to designate some of them as either mental or spiritual; in fact, a few very properly come under both heads. The positive qualities should be carefully studied and developed, while their opposites must be weeded out. They are murderous leeches, that suck our very life blood. They will grip

us with the vengeance of a pestilence if they are not destroyed.

MENTAL

Positive Qualities	*Negative Qualities*
optimism	pessimism
agreeableness	disagreeableness
tact	indiscretion
kindness	harshness
courtesy	discourtesy
enthusiasm	indifference
ambition	satisfaction
courage	cowardice
initiative	inaction
the conquering spirit	aimlessness
confidence	fear
diplomacy	impudence
sincerity	insincerity
purpose	irresolution
perseverance	hesitation
concentration	vacillation
knowledge	ignorance
work	laziness
patience	impatience
decision	indecision
analysis	confusion
judgment	indiscrimination
originality	dullness
thrift, saving	extravagance
reason	imbecility
wisdom	foolishness
system	carelessness
fair mindedness	suspicion

Positive Qualities	*Negative Qualities*
unselfishness	selfishness
openmindness	egotism
observation	heedlessness
	SPIRITUAL
courage	fear
desire	self-satisfaction
faith	doubt
confidence	instability
honesty	dishonesty
truth	falsehood
temperance	intemperance
morality	immorality
unselfishness	selfishness
love	hate
patriotism	treason
religion	atheism
charity	malice
joy	sorrow
sympathy	incompassion
hope	despair
beauty	ugliness
loyalty	disloyalty
intuition	stupidity
cheerfulness	gloominess
trust	suspicion
	PHYSICAL
activity	indolence
gracefulness	awkwardness
physical courage	physical fear
health	sickness

The Unity of Man: The physical, mental, and moral qualities in man are so closely related that an injury to one affects them all; while if one is helped, all are aided.

The Struggle Between Positive and Negative: Each normal individual when born into the world possesses positive and negative qualities, although dormant, of course. The battle for supremacy is between these two forces. A man fails or succeeds in life as the positive or negative qualities are in the ascendancy. It is, to begin with, simply a matter of thinking. The Bible says, "As he thinketh in his heart, so is he." The psychologist says, "Every idea which enters into the mind immediately tends to express itself in action." In the beginning, personality is simply a matter of choice and thinking. If a man thinks pessimistic thoughts, nothing in the world can keep him from being a pessimist; and the world is not very kind to pessimists. If he never permits pessimism to enter his mind, but always thinks optimistic thoughts, no fate can make him anything but an optimist. "Courage is the chief attribute of manliness," says Webster, while fear and other negative qualities paralyze usefulness.

Power of Mind and Will: Every individual possesses all the positive qualities, although some of them may be latent. They may be developed so as to build up a strong personality. It is possible to revolutionize the whole personality. This can be done only by a course of positive thinking and acting. It takes will-power, but will-power is a magic wonder worker. As will-power is one of the greatest words in the English language, so in the human life, will-power is one of the greatest qualities. Will-power is the engineer. We sink or swim, survive or perish, in accordance with its dictates. Let us remember the

power of our thoughts. If we put a drop of red or black ink into a bottle of water, it colors the water. Thought has a similar transforming effect upon the individual. The nerves and brain cells are continually changing at the command of the mind. If you are angry you lose appetite. You secrete a poison which takes the body several hours to eliminate. Hate actually kills. In their acute stages love, fear, and bad news are paralyzing. Thought is the most powerful agent known to man. It cures or it sickens. It makes man a servant or it honors him as master.

Live the Positive Qualities: If you would have a magnificent personality, begin to live the positive qualities. Say, "I can, I will, and I must," where previously you said "I can't." Do that and at the end of the year you will be doing things with ease which were absolutely impossible for you at the beginning of the year. Remember that as surely as the sun shines you possess these positive qualities, although they may be covered up and almost hidden by the mountains of negative thoughts which have gained the ascendency. If you have ever seen the gold mines in Colorado or California you will know what is meant. Away beneath the granite rocks and mud and gravel, the prospector finds the gold sparkling and brilliant, and only waiting for a chance to glitter in the sunshine. It was there all the time, but it was so covered up that it was not seen. My friend, go prospecting for the nuggets of gold which lie hidden in your own life, only waiting to be liberated from the weight of melancholy boulders which have been permitted to accumulate. It takes desire, it takes faith, it takes confidence to remove the debris, but it can be done. The word "impossible" does

not belong to the man of positive personality. He has forced it to leave for parts unknown. The way to banish negative qualities is not to think of them at all. Do all your thinking about the positive qualities, and the negative qualities will die a natural death. You now have the formula. You have been told how it is done. The law which leads to the development of personality is just as certain in its operation as the law of gravitation.

Value of the Positive Habit: Do you desire a strong personality? If you do, begin at once to develop the positive habit. Notice these two words, *positive habit.* When a habit has been formed it is hard to change it. "Habit is to life what rails are to the railroad train." The train runs where it has run before. Thoughts become actions, actions become habits, habits grow into character and character is immortal. It is easy for the honest man to be honest. It is easy for the man who is habitually truthful to tell the truth. It is easy for the man who works hard to keep on working. It is easy for the man who gets up at six every morning to continue to get up at that hour. It is easy for the moral man to live a moral life. It is easy for the man who thinks and studies to keep on thinking and studying. These things may all be hard at first, but when the habit has been formed, it is just as hard to do otherwise.

Personality the Result of Right Thinking: To repeat, personality is the result of right thinking. It is not produced by following the line of least resistance. It is developed by doing the thing that ought to be done *when it ought to be done; whether we like it or not.* Doing what most people think cannot be done is not only the glory of living, but is the stuff out of which personality is molded.

The Secret of Greatness: Do you desire a forceful, winning personality? Do you wish to stand for something positive, masterful, Godlike? Do you wish to make of yourself everything which God intended you should be? The world wants men—great men, manly men, men in whom the fire of a great life burns brightly. Do you want to be the champion of some great cause? Do you want to be a George Washington or an Abraham Lincoln to your generation? If you do, dare to develop your personality to its highest efficiency. The foremost business men of our generation, the men who have done things, have been men of vital, vigorous, and aggressive personality. They have been men who possessed the conquering spirit. They had faith in themselves. They never stopped at obstacles. They wrestled with the lion of opposition and forced a victory. They developed strong, courageous personalities, because they dared to undertake whatever they believed should be done. Have you the courage to do likewise? Most assuredly you have, although you may not believe it. You are a man made in the image of the Almighty. You owe it to your fellow men to begin to-day.

The Three-Fold Nature of Man: In order that we may better understand just how the positive qualities are developed and understand the relation of their development to success in salesmanship, or business in general, we must analyze man. We must pick him to pieces, so to speak. Man, we all know, possesses a three-fold nature which is divided into the following parts: the physical, the mental, and the spiritual. These three natures, while separate in one sense, are closely interrelated. Let us consider the first, the physical nature. Of course, we have

nothing to do here with the different cells, tissues, and bones, but we are directly concerned with health. Health is the basis of all success in life, and especially in salesmanship, as the salesman requires a tremendous amount of energy.

Health Defined: *Health is that normal condition of the three-fold man which enables the physical organs to perform their functions correctly and contribute to the highest development of the positive qualities, physical, mental, and moral.* There is such a thing as physical health, mental health, and spiritual health. The salesman whose arguments are not backed up by a magnetic, healthy body filled with pure red blood is greatly handicapped.

Importance of Self-Study: But speaking more definitely, what do we mean by "three-fold man,"—by so minutely analyzing the individual? We do it in order that we may the more rationally and carefully study ourselves. We desire to know where our weak points are, and how to eliminate them. We also wish to know just what our strong points are, and how to strengthen them. The difference between the successful and the unsuccessful man lies in the fact that the successful man has developed more of the positive qualities than has his less fortunate neighbor. They are his capital, his assets, and are salable in any market where brains are in demand. The stronger they are the higher the price they command.

Elimination by Substitution: There are many men who over-eat, over-drink, and lose sleep—men who rarely study anything relating to their business. They talk hard luck, and unconsciously encourage pessimism and the blues. The negative qualities have been given the

ascendancy so long that positive, forceful, energetic, and enthusiastic manhood has never been permitted to have the ascendancy. We can revolutionize our lives and if we are ever going to make the success of which we are capable, we must begin to-day to drive the negative qualities out of our lives by developing the positive ones. This must be done at any cost of work, determination, or sacrifice. Eliminate by substitution. Drive bad thoughts out of the mind by immediately thinking of something good.

The Mind: We have said that the positive and negative qualities, in their relation to personality, have been responsible for the development of the individual. We assume the qualities as of the mind. It is well now to answer a few pointed questions. From our definition of personality, it was taken for granted that the mind carried on these processes, which you have just studied. It is not possible for us to tell you what mind is any more than it is possible for us to tell you what electricity is, but it is a fact. Science has recognized the mind as a distinguishing feature in the differentiation of man and the animals. It is God's gift to man. We study it as it is in human beings, from its actions.

Conscious and Subconscious Conditions: It is an accepted fact that man has a conscious and a subconscious mind. The conscious mind is our everyday working mind which receives its information through the senses. The subconscious mind receives its information from the conscious mind and does its best work when the conscious mind is in abeyance as when one is sleeping

Man's Two Minds: Thus it is that we may say, as man has two eyes, ears, nostrils, hands and feet, that he also has two minds. People frequently say they change their minds. Again it is said of some they have two natures. We may well speak of conscious thinking, and at the same time what is termed subconscious thought. In class one day a pupil gave the definition of mind as the product of all the sensations. Now that definition exactly explains the function of the conscious mind. It is the seat of the five senses; we also find it the seat of reason, and all things to which we give our attention.

Functions of Subconscious Mind: The subconscious mind is the habitation of memory. It is the seat of the emotions, love, patriotism, religion, and some of the positive qualities which mean most in leadership—qualities which a leader should thoroughly understand and must develop. The power and secret of influencing are largely the result of the development of the positive qualities. There is a peculiar relation existing between the dual minds. The conscious mind makes suggestions to the subconscious mind. The subconscious mind accepts and believes the suggestions and performs its functions accordingly.

Importance of Suggestion: Thoroughly to understand this law of suggestion in its relation to business and its power to influence people, is greatly to increase one's influence and earning capacity. What do we mean when we say that the subconscious mind controls the functions and sensations of the body? Scientists tell us that anger, jealousy, or hatred, which are distinctive negative qualities, secrete a poison in the system which it takes several hours to eliminate, besides leaving an indelible impression

upon the individual. If you are distressed, you refuse to eat, you lose your appetite. If you get bad news after dinner, your food refuses to digest. Your emotions are affected, your subconscious mind has taken control of your functions. Let us say in this connection that every thought which is permitted to find its resting place in the mind, is communicated to the subconscious mind. Our every thought, good or bad, optimistic or pessimistic, is always at work, building up or tearing down body, nerve, and mind.

Physiological Effects of Suggestion: Does not this law of physiological effect mean everything to us? When we get blue, that very fact is communicated by our conscious to our subconscious mind, and from there to our body, where it immediately begins to secrete the poison which does its deadly work on our whole life. In all reason, then, ought we not to begin to think right? It follows that if we think right we shall act right and our success will be assured provided we exercise our will power. Knowledge is power. Definite knowledge of yourself and your business is the central force in the development of an effective and powerful personality. As a matter of fact, many of the other elements of success have their rise in this one. The person who knows his business from A to Z is confident, courageous, and generally irresistible. He not only thinks, but he knows. He has his knowledge fortified by a multitude of reasons which he can use logically, and with the fire and enthusiasm of a "natural-born orator." The consciousness of his knowledge banishes hesitation, gives him self-possession, an easy bearing, and a conquering spirit. He is saturated with conclusive evidence. He is overflowing with inspiration and

enthusiasm. Such a man with such a personality can approach the railroad magnate as easily as the clerk. It is simply a matter of choice, bulldog determination, and will-power.

Man's Ignorance of Himself: If you were to ask a man how old he is he could instantly tell you. If you were to ask him where he lives he could tell you. If you were to ask him what nationality he is he could inform you. If you were to ask him what his business is he could tell you that. But if you were to ask him to write out an analysis of his own self, tell you about his personality, describe his mind and soul faculties, you would certainly not get a very satisfactory answer. The thing men know least about is their own individual selves, and that is what they should know most about. *The average man does not have confidence in himself because he is not acquainted with himself.* He knows practically nothing about his own capacity, or about his own mental and spiritual faculties.

Necessity for Self-Study: Men have learned to use the microscope to study plant and insect life. They have invented the telescope to search out the stars. Miners are able to recognize nuggets of gold in the rough. Geologists can easily see a fortune in uncut diamonds. But scientists have not yet invented an instrument of sufficient power to reveal the undiscovered continent in the average mind. It is amazing the amount of power that is wrapped up, unused and unrecognized, in an ordinary human being.

Salesmanship Only One Phase: We are teaching salesmanship but that is only one phase of the work we are doing. *We are helping you to discover yourself.* Our aim

is to convince you that you possess in some measure both negative and positive qualities, and then show you how the negative qualities can be eliminated, and how the positive qualities may be developed. In this process the life of the individual is necessarily revolutionized. Let us illustrate. Water is composed of two gases. It is different from either of the gases but a product of their union. The chemical formula for water is H_2O. When two atoms of hydrogen and one atom of oxygen are combined in that proportion they produce a third element, different from either, and which we know as water.

An Illustration from Chemistry: The chemical name for salt is sodium chloride. It is composed of two substances which are radically different. Sodium is soft and white, and chlorine, when separated from salt, is a green colored poisonous gas. When these two chemicals unite they form an entirely different product.

A Matter of Cell Development: Let us leave chemistry and get back to the brain. Scientists tell us there are over eight billion brain cells and that they are continually changing at the dictation of thought. If we develop a new brain cell every second it will take nearly seventy-two years to develop two billion cells. Yet most people hardly develop a new brain cell a month. The point to be emphasized here is that you have enough brain cells to make you successful if you will only develop and use them.

Result of Ideas: When an idea comes in contact with the brain cells, there is a meeting of two substances which are entirely different. What do we find as a result? The union of the two elements produces a third which may be different from either. If a negative idea enters the human mind, the action resulting therefrom will be negative,

and the mind is to that extent paralyzed. Let us illustrate. A fear thought merges with a brain cell. The result is inaction and the paralysis of initiative. Had the idea been positive and the opposite of fear, the mind would have produced an immediate desire for action. *Initiative or action is the result of reason, reason is the result of thinking, and thinking is the result of an idea.* And let us remember that whether negative or positive, "Every idea that enters into the mind immediately tends to express itself in action."

Positive or Negative Thoughts: If the thoughts are negative and along the line of dishonesty, immorality, fear, failure, and falsehood, the brain cells will inevitably be demoralized into that kind of action. But when a positive idea comes in contact with a brain cell there is created a positive force that results in positive actions, and the individual becomes to that extent a new individual and possesses a power that he did not have before.

Effect of Right Thinking: Therefore, if enough of these positive ideas are brought in contact with the brain cells, a revolution is bound to take place and the individual will develop from a man of mediocrity to a man of power. He will change from a rollicking, good-for-nothing Webster on the farm, to Webster the statesman, and one of the greatest orators the world has ever known. But what causes the transformation? A certain kind of thinking does it.

SUMMARY TO CHAPTER IV

1. Positive personality is the magnetic outward expression of an inner life dominated by positive and pleasing qualities.

2. The meaning or nature of personality is ascertained by a study of the qualities, positive and negative, that control men.

3. The battle for supremacy in life is a battle between the positive and the negative qualities: the ascendancy of positive qualities means success; of negative ones, failure.

4. The negative qualities are eliminated by thinking, living, and acting the positive qualities until the positive habit is formed.

5. Man possesses a three-fold nature which must be studied, analyzed, and charted to determine the strong and the weak qualities.

6. The three-fold man—mental, moral, physical—must be kept in *health* by elimination of negative qualities through substitution of positive qualities—a process greatly facilitated by the use of suggestion.

7. Every idea, emotion, or passion that enters into the mind tends to express itself in action: if positive, it results in helpful, successful action; if negative, it depresses, deranges, and demoralizes.

8. The development of positive qualities will change a mediocre mind into a mental battery of invincible personal power.

9. The principles governing personality constitute the very heart of salesmanship and are well illustrated by the use of the positive quality—"preparedness."

10. Failure by even one weakness must be avoided.

SUGGESTIVE QUESTIONS AND EXERCISES

1. What is personality?
2. What is meant by positive and negative qualities?

3. Which positive qualities do you think are most important?

4. Name the three different qualities of man.

5. The human mind is divided into how many parts?

6. What are the functions of each?

7. What effect does the subconscious mind have upon the body?

8. Why is a good personality dependent entirely upon the development of the positive qualities?

9. Why is a good personality essential?

10. Why is "preparedness," or preparation, essential to success in salesmanship?

QUALIFICATIONS OF A SALESMAN

What are the qualifications demanded of a salesman who seeks employment in any big organization to-day? Hit and miss methods are no longer used; certain concrete standards are set up and the applicant must measure up to these standards or fail to secure the position. Not infrequently several executives—usually three—will interview the applicant, and their composite judgment is used in selecting the employees.

The following Qualifications Chart is prepared from the methods in use in some of the largest organizations in the country. It will give you an idea of the demands that are being made of salesmen to-day.

The interviewer places a check mark upon the line between 1 and 9 to indicate his judgment of the applicant in the particular quality. He adds any special information that may give additional insight into the qualifications of the applicant.

Qualifications Chart

1. HOW DOES HIS PHYSICAL APPEARANCE IMPRESS YOU—HIS CARRIAGE, FACIAL EXPRESSION, NEATNESS?

LEAVES POOR IMPRESSION		APPEARANCE SATISFACTORY		LEAVES STRONG IMPRESSION
1	3	5	7	9

2. WHAT IS YOUR IMPRESSION OF APPLICANT'S MANNERS?

ROUGH AND GRATING		UNNOTICED		HIGHLY PLEASING
1	3	5	7	9

3. HOW DOES APPLICANT'S VOICE IMPRESS YOU?

DISAGREEABLE		UNNOTICED		CULTIVATED PLEASING
1	3	5	7	9

4. TO WHAT EXTENT DOES APPLICANT TAKE PART IN CONVERSATION DURING INTERVIEW?

ANSWERS QUESTIONS AND NO MORE		FAIRLY RESPONSIVE		TAKES ACTIVE PART
1	3	5	7	9

5. DOES APPLICANT LOOK YOU IN THE EYE DURING THE INTERVIEW?

SHIFTY-EYED		GAZE WAVERS OCCASIONALLY		GAZE ALWAYS STEADY
1	3	5	7	9

6. DOES APPLICANT SHOW GOOD COMMAND OF LANGUAGE?

POOR VOCABULARY; USES BAD GRAMMAR		LANGUAGE FAIR		EASE IN CONVERSATION, WIDE VOCABULARY
1	3	5	7	9

7. WHAT IS HIS ATTITUDE TOWARD HIS FORMER EMPLOYER?

BELITTLES FORMER EMPLOYER; FINDS FAULT WITH HIM		NEITHER CONDEMNS NOR PRAISES FORMER EMPLOYER WITHOUT JUST CAUSE		SPEAKS IN COMPLIMENTARY TERMS; ADMITS OWN FAULTS
1	3	5	7	9

8. HOW DO YOU VALUE HIS CHARACTER AND INTEGRITY?

CHARACTER PROBABLY UNRELIABLE		FAIR CHARACTER		GOOD CHARACTER AND THOROUGHLY RELIABLE
1	3	5	7	9

9. WHAT DEGREE OF DETERMINATION DOES HE APPARENTLY POSSESS?

WEAK IN DETERMINATION		SOME		STRONG DETERMINATION TO OVERCOME ANY DIFFICULTIES
1	3	5	7	9

10. DOES HE SEEM TO POSSESS INITIATIVE?

MUST BE CAREFULLY DIRECTED		SOME INITIATIVE		WILL STRIKE OUT FOR HIMSELF
1	3	5	7	9

11. WHAT DEGREE OF IMAGINATION DOES HE APPARENTLY POSSESS?

SEEMS LACKING IN IDEAS		HAS SOME IDEAS		HAS MANY GOOD IDEAS
1	3	5	7	9

12. DO YOU THINK HE WILL BE A HARD WORKER IN SELLING?

MAY SHIRK WHENEVER POSSIBLE		WORKS REGULAR HOURS AND NO MORE		CONSISTENT PLUGGER; WORKS HARD
1	3	5	7	9

13. WHAT ABOUT HIS PHYSICAL FITNESS FOR SALES WORK?

SICKLY; TOO FAT; CAN'T STAND HARD WORK		FAIR HEALTH		STRONG PHYSICAL ENDURANCE
1	3	5	7	9

14. DO YOU THINK HE IS A "GOOD MIXER"?

RETIRING; BASHFUL		FAIR MIXER		HAS GENUINE LIKING FOR PEOPLE
1	3	5	7	9

15. WHAT CHARACTER OF BOOKS AND MAGAZINES DOES APPLICANT READ?

TRASH		MEDIUM		HIGH-GRADE
1	3	5	7	9

16. TO WHAT EXTENT HAS APPLICANT PROVED THAT HE IS ABLE TO SAVE MONEY?

SPENDS ALL HE MAKES		SAVES SOME MONEY		SAVES REGULARLY AND CONSISTENTLY
1	3	5	7	9

17. HOW EXTENSIVE HAS BEEN HIS OFFICE OR BUSINESS EXPERIENCE?

INEXPERIENCED		SOME EXPERIENCE		BROAD EXPERIENCE
1	3	5	7	9

18. HOW EXTENSIVE HAS BEEN HIS SELLING EXPERIENCE?

NO EXPERIENCE		SOME EXPERIENCE		VALUABLE EXPERIENCE
1	3	5	7	9

19. TO WHAT EXTENT IS APPLICANT PREPARING HIMSELF FOR PROMOTION TO A LARGER POSITION?

DOES NO STUDYING		DOES SOME STUDYING		IS STUDYING EVENING OR CORRESPONDENCE COURSES
1	3	5	7	9

20. TO WHAT EXTENT DOES APPLICANT POSSESS THE PERSONALITY, INTELLIGENCE, AND AMBITION TO QUALIFY EVENTUALLY FOR A $5,000 TO $10,000 POSITION?

PROBABLY REMAIN IN RANKS		FAIR		UNUSUALLY PROMISING
1	3	5	7	9

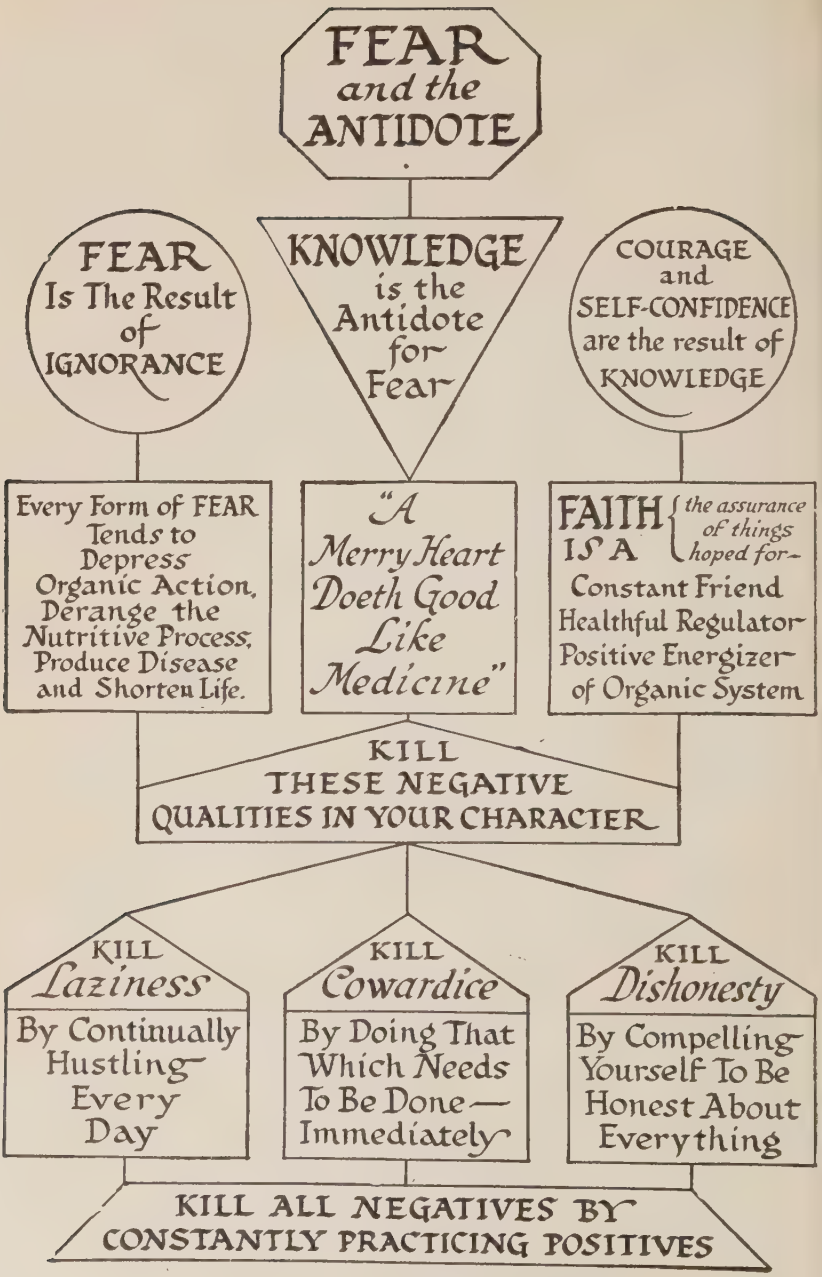

FEAR and the ANTIDOTE
FEAR Is The Result of IGNORANCE
KNOWLEDGE is the Antidote for Fear
COURAGE and SELF-CONFIDENCE are the result of KNOWLEDGE
Every Form of FEAR Tends to Depress Organic Action, Derange the Nutritive Process, Produce Disease and Shorten Life.
"A Merry Heart Doeth Good Like Medicine"
FAITH IS A (the assurance of things hoped for—) Constant Friend Healthful Regulator Positive Energizer of Organic System
KILL THESE NEGATIVE QUALITIES IN YOUR CHARACTER
KILL Laziness By Continually Hustling Every Day
KILL Cowardice By Doing That Which Needs To Be Done — Immediately
KILL Dishonesty By Compelling Yourself To Be Honest About Everything
KILL ALL NEGATIVES BY CONSTANTLY PRACTICING POSITIVES

CHART VI. FEAR AND THE ANTIDOTE

CHAPTER V

FEAR AND THE ANTIDOTE

Effects of Fear: "All forms of fear," says Lyman B. Sperry, M. D., who has an international reputation as a writer and lecturer, "and all passions in which fear is an essential element, such as anxiety, worry, grief, envy, jealousy, anger, hatred, revenge, remorse, despondency, and despair, are mental emotions of such a nature that their nerve vibrations or messages flowing over upon the sympathetic system, necessarily derange its action. Some of the vital functions may be unduly stimulated by certain emotions, while others may be benumbed, even to the point of paralysis. Every form of fear tends to depress organic energy, derange the nutritive processes, produce disease, and shorten life; hence, fear is the natural and constant foe of vitality, health, longevity, and efficiency of everyone who experiences it.

Reasons for These Effects: "This is true, remember, because of the fact that all such emotions or passions produce discharges of nerve force, which inevitably interfere with the normal workings of the organic nervous system—the special machinery that directs the vital functions of the body.

Depressing Feelings Derange Organic Processes: "All mental states characterized by even a slight degree of anxiety, sorrow, or regret, not only naturally and inevit-

ably tend to produce disease, but also to prevent recovery from diseased conditions, however they may have been produced. All anticipated harm, all trouble, whether real or imaginary, and all forms of discontent, inevitably devitalize and derange the organic processes.

Faith Tends to Healthy Growth: "On the other hand, *faith*, by which I mean the assurance of things hoped for —trust, confidence, contentment, peace, good-will, loving kindness, and an approving conscience—is a constant friend, a healthful regulator, and a positive energizer of the organic system. It is a physiological law, as well as a psychological law, that all emotions akin to faith contribute not only to one's daily comfort and happiness but also tend to establish habitual health, insure mental and physical efficiency, and promote longevity. Hence such Scriptural declarations as 'A merry heart doeth good like a medicine'; 'Godliness, with contentment, is great gain'; 'Thy faith hath made thee whole'; etc., are scientifically sound."

The Evil Effects of Fear: It would be fine to discuss every positive quality that has been indicated—show how it can be developed and how its opposite, the negative quality, can be uprooted and eliminated. But it would take a book of several hundred pages to do all this. The quotation from Dr. Sperry shows you the physiological effect of fear. Just realize that every other negative quality affects you similarly. You will notice also the physiological effect of faith, according to Dr. Sperry. Just realize that you are affected in the same way by every positive quality. Let us emphasize further what Dr. Sperry says about fear. It robs us of the best there is in life. It steals from us so much per day or week or

month of the earnings that rightfully belong to us. If we submit, it will hold us in poverty, misery and despair; it will dig a bottomless pit under us and equip it with a suction pump that continually pulls us down. Fear is the fatal bugaboo of the imagination. But let us be thankful that we can drive it out of our lives. We can release forever its slimy hold upon us. But it takes courage to do it.

Knowledge is Antidote for Fear: Knowledge is the antidote for fear as surely as light is the antidote for darkness. Courage and self-confidence are the results of knowledge. Fear is the result of ignorance. We are afraid of the darkening shadows in a room, but turn on the light and fear vanishes. Fear, if we will permit it, makes cowards of us all. There are multitudes of men who could increase their earning capacity in better positions, but they are afraid to change. They are afraid to leave the positions they have, even though these positions are not worthy of their best efforts, for fear they will not better themselves. Is not that true? Has it not been true in your own case during some period of your life? Stop and think! Is it not true right now? It is fear, fear, fear all the time. Fear is based upon ignorance, as courage is based upon knowledge. Eliminate ignorance and fear will vanish. Acquire the right kind of knowledge, then courage and self-confidence become a possession.

What Will You Do? What are you going to do about it? There is just one thing you are going to do: You are going to summon your will power, throw off this slimy incubus, and fight life's battles like the real man God intended you to be. The developed positive qualities will

help you do it. They will become a real mental battery of invincible personal power.

Use a Personal Development Chart: The following Personal Development Chart is suggestive. Make one for yourself. Check up each positive quality every day for a month, then keep it up for a year. Learn your weaknesses and eliminate them.

PERSONAL DEVELOPMENT CHART

	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Sun.	Av. for Week	Remarks

Illustration of Its Use: Let us choose nine positive qualities and consider that they make the following individual average for a month—Optimism 71 per cent, Enthusiasm 70, Energy 70, Honesty 95, Cheerfulness 85, Carefulness 80, Neatness 90, Initiative 75, Courage 75. By adding these percentages together and dividing them by nine, as we find there are nine qualities, we find that we get an average of 79 per cent. That means we were 79 per cent successful that month, that we were only 79 per cent

of our maximum possibility that month. It means that we were 21 per cent failure during that period. It means we were only a little more than three-fourths as successful as we should and could have been. It means we must check up our weaknesses, catalog them, and then kill them. Use the personal development chart for that purpose, concentrating on a new quality each day while retaining what we have gained before.

How It Works: We kill the negative by practicing the positive. We kill laziness by continually hustling. We kill cowardice by doing the thing that needs to be done, regardless of whether we like it or not. We kill dishonesty by compelling ourselves to be honest about every transaction. From a psychological standpoint these ideas are fundamentally basic.

Possibilities Are Unlimited: Possibly you never before realized that it was possible to speed up your brain forces and increase your efficiency and therefore your income, at least 21 per cent. Did you? You possibly did not know that a study of this science meant such an analysis of your brain forces that you could literally check up and finally control them. This is only a beginning of what you can do for yourself as a result of this marvelous study of mental science. Apply this same process of elimination and substitution to every negative and positive quality you possess, and you will notice a marvelous change in yourself within a very few months. Your possibilities are really unlimited.

How Salesmen Waste Time: Many salesmen get the foolish notion that Monday is not a good day for business, consequently they use that as an excuse to waste the

forenoon at home or at a hotel and the afternoon around the pool halls or other places. From Tuesday morning until Friday night they throw away enough odd hours to amount to another whole day. They do not pretend to work at all on Saturday. Half of the week is absolutely lost.

Loss to Employer: Let us suppose a salesman is selling typewriters and is working on a salary of fifty dollars a week. He works only half of the week. He therefore earns only twenty-five dollars instead of fifty. He defrauds his employer of twenty-five dollars.

Loss to Salesman: But suppose he is working on a commission and his commission amounts to fifty dollars for a half a week's work. He is satisfied with what he has made and justifies himself by feeling that he has done better than a great many other salesmen anyway. What about him? He has defrauded himself out of fifty dollars that he could have earned, and possibly more, as a man can do more when he is working under a full head of steam. He has also defrauded his employer out of the profits he would have made on the sale of the extra goods.

Enormous Waste: The author's experience as a salesman and as a salesmanager convinced him that most of the salesmen of the country waste anywhere from one to three days a week. Such men always wonder why they do not get along faster.

Personality Vitally Important: A recent writer has said: "In the soliciting business, the one force or quality that counts for more than all others in getting business is personality. We do not wish to enter into a discussion of what personality really is or how it is developed, but

suffice it to say it is the sum-total of our personal attractions or winning qualities, but in many of us they have been so sadly neglected they cannot be recognized. You cannot be a great success as a salesman until you bring these winning qualities out where they can be seen. They vouch for your honesty, your sincerity, and are a proof of your interest in others. They are your letter of introduction and will gain you admission when everything else fails."

Personality is Capital: A writer in "Success" declares: "A pleasing personality is of untold value. It is a perpetual delight and an inspiration to everyone who comes in contact with it. Such a personality is capital. Very few people ever come into your home, or see your stocks, or bonds, or lands, or interest in steamship lines, or corporations, but your personality you carry everywhere. It is your letter of credit. You stand or fall by it."

A Matter of Cultivation: Another recent writer has said: "A man's personality does not come by accident; it is a natural gift, just as his mind and muscle are natural gifts, and, like them, it must be cultivated. Develop it by eliminating everything that is bad and cultivating everything that is good. Cut out the blues, and worry, and jealousy, and envy, and all their relatives; they are man's worst enemies. Fill your whole mind and life with energy, hope, and sunshine, and an invincible determination to *do things*. Feel every minute of the day that it is the best day you ever had. Like thoughts are always attracted to each other. To think and feel enthusiasm, confidence, and success will develop in you a splendid personality and set in motion the forces that will bring prosperity and power. Every man carries the price of

a splendid, noble, and successful life within himself. Be in dead earnest and your prize can be the world."

Relation to Salesmanship: But what direct relation do these positive qualities bear to salesmanship? They bear the same relation which blood and nerves bear to the human body. Let us consider one of these positive qualities; viz., prepardness. Around this quality adhere the principles which are the very heart and soul of salesmanship. In further analyzing the word preparedness, which means the state of being ready, a subdivision is necessary, together with an analytical outline showing how to begin the preparation.

Preparedness Means Success: When an individual is prepared, it means these three things to him: faith, confidence, and his ability to sell goods. It means confidence in himself and faith in his business, together with a knowledge of the construction and selling qualities of his goods, of which the following is the analytical outline. This outline is deemed broad enough to cover almost any kind of manufactured product.

ANALYTICAL OUTLINE

1. Who produced or manufactured it?
   (a) What was the method of production?
   (b) Where was it produced?
   (c) Of what is it composed?

2. How does it compare, as to finish, material, workmanship, and price, with competitive articles put out for the same purpose?

3. Can it be shown that its value to the purchaser compares favorably with its cost?

4. What is its purpose? In other words, what is it good for?

5. How can it be analyzed in such a way as to appeal by a logical process of argument to the reason and judgment of the customer? What portions of it can be used to appeal to the emotional or spiritual nature of the customer?

6. To what class of people can it be sold?

7. If it can be sold to several classes of people, is there a distinctive line of argument for each class?

Always Apply Analysis: Study and apply this analysis in order that you may be able to analyze all kinds of goods, your competitors' as well as your own. What appears to be a small point of difference will often vitally affect a sale. Therefore this ability is of the highest importance, and should be mastered by all.

"Everything Else Being Equal": Everything else being equal, a customer buys where he can buy cheapest. Be sure to watch the "Everything else being equal." People will not buy at a lower priced store if it is dirty, or the service poor, or the salesmen incompetent. They will not buy from a traveling salesman who is slouchy and poorly groomed, or discourteous, or incapable, if he has a good competitor.

Other Elements Than Price: Everything is not equal as long as you have a superior personality and are a better salesman.

Lack of Confidence: Without special preparation, failure would be almost sure and inevitable. The author's conclusions are based upon the following: He has employed hundreds of men and trained or supervised the training of thousands of inexperienced college men in the

United States and Canada. He picked the very best type of college man for his work. This was proved by comparison with these from other walks of life. Out of every hundred men employed, at least ninety-five lacked confidence in themselves and doubted their ability to do the work. They would invariably say, "I have never sold goods and I don't believe I have any ability along that line. I haven't much confidence in myself. I am afraid to try it." A national survey that has recently been made of salesmen who fail shows that thirty-seven per cent fail because of a lack of confidence and thirty-seven per cent fail because of a lack of application. In reality the seventy-four per cent fail because of lack of confidence and man fear.

Reasons for This Lack: What is the first step in the development of confidence which such a man must have; first, in himself, and secondly, in his proposition? He knows that he cannot talk the goods, either successfully or at all. He tries to think what he might say or how he should say it, and his imagination conjures up failure because he is unable yet to see through the misty labyrinth of argument which he knows is necessary in order to convince a customer that he ought to buy his goods. He cannot see into or through this argument at first, because he does not know it and hence he lacks confidence. You cannot convince a man that cake is made out of the product of wheat by showing him the wheat and letting him taste the cake, if this man has never seen or heard of wheat, flour, and cake. He would ask for evidence. He would have to be shown.

How to Develop Confidence: The first thing for you to do is to begin an analytical study of your subject. The

whole thing must be picked to pieces in the same way that a jeweler takes a watch apart, a mechanic a self-binder, or a grammarian a sentence. If you are selling a binder you must know what each piece is composed of, why it is made so and so, and why it is made of a certain kind of iron or wood, and why it is made in just that shape. You must thoroughly understand the construction of your machine. You must learn to think the same thoughts which the man had who made it. If you can do that, if you can find out his reasons for taking every step, you are getting a basic knowledge which, after you have learned how to talk it, will fill your heart with courage and confidence, and your mouth with words which are not only the result of skill but which will be skillfully put. It is a great thing to understand thoroughly every point in the talk or argument you are going to make, but it is a much greater art to be able to express these ideas effectively. How many times have you seen a man get up in a meeting and in a stammering way say, "I know what I want to say, but I can't find the words," and then sit down in confusion?

Principles Apply Everywhere: The fundamentals of salesmanship are all the same. A principle which can be used in selling one article can be used in marketing any other article, no matter whether it be real estate or chickens. A certain young man sold books successfully as a student. The book had different bindings. He developed rare skill in changing from a higher to a lower, or from a lower to a higher level of prices. He later became a dealer in horses and on one occasion sold a team. The buyer came back later to trade for another horse which he thought would make a better match. In the

deal he gave a considerable sum in addition. The dealer turned to a friend and remarked, "I did that just as easily as changing from a two-fifty to a three-fifty binding."

Faith the Basis of Confidence: In order to have this confidence in yourself you must have faith in what you are going to sell. *Faith is the essential condition of confidence, and confidence is the essential condition of success.* This is not merely opinion or guess work, it is a scientific fact. Faith is the mental attitude essential to successful business-getting. "Faith is the central idea and essence of the law of suggestion." Without this faith, without this belief there would be no basis for suggesting to the other man that he should make the purchase. "The prayer of faith shall be answered" has a firm, scientific basis. Be sure you have absolute faith in the article you are going to sell. If you have not that faith, if you do not think the article is worth the money, your conscience will go back on you, and you will most assuredly end in failure. No man can long succeed in selling goods which he knows are not worth the money. His better nature will revolt.

Certain Qualities Specially Important: While there are many positive qualities, they are not all of equal importance in the development of the salesman. There are some which it is absolutely essential a salesman should possess to a high degree: Prepardness, faith and confidence, the conquering spirit, cheerfulness or good cheer, courtesy, initiative, courage, perseverance, determination, concentration, will-power, desire, health, character, judgment, and power of expression.

Some Great Examples: America's great men have been of commanding personality. What were the qualities in

the life of James G. Blaine which made him great? What was it that gave Grant and Lincoln and McKinley pre-eminence? What made Roosevelt superior to his party leaders? What are the qualities which enabled Mr. Bryan to lead his party for a longer time than any other man the party has ever produced? We have stated all these qualities of superb manhood in these chapters. As we develop self-mastery and use our will-power, we become great.

Beware of Even One Weakness: A salesman's general education may be poor, while his special training may be good enough to make him a great salesman. Every quality of the individual except initiative, might be marked 100 per cent, but if that is poor, if the salesman is lazy, he will still be a failure. If every quality but appearance is marked 100 per cent the salesman will fail, if he presents a seedy and uncouth appearance. The same is true in regard to personality—the salesman might be able to speak or read a dozen languages and still be unsuccessful if his personality is weak, vacillating, and negative. One thing in this connection is worthy of the salesman's careful consideration. He may have developed every positive quality but one, that of honesty for instance, and that one negative quality will defeat him in the long run. Be sure that you do not harbor any enemies. You simply must weed out the negative and develop the positive qualities. A great and glorious success depends upon it. Choose one new positive quality every Monday morning and determine that at any cost you will live that quality during the week and forever afterwards.

Building Steel Rails: Steel rails are made in accordance with certain definite, scientific specifications. Every ton

of steel that is produced is analyzed and tested. Every pound that is used must contain a definite percentage of phosphorus, silicon, sulphur and manganese. If it has too much phosphorus, the rail will be too hard and when the frosts of winter come it will break under the weight of the train.

Analogy With Human Life: When we build human character as carefully as we make steel rails, we shall enormously increase our efficiency, and business will develop by leaps and bounds. This chapter furnishes you the specifications for developing the type of man that will stand the test.

Below are the positive qualities of the intellect, sensibilities, and will, which must be highly developed in order to insure a man of (1) ability, (2) reliability, and (3) leadership:

1. Observation
   Concentration
   Memory
   Imagination
   Judgment
   Reason

2. Honesty
   Loyalty
   Sincerity
   Faith
   Ambition
   Enthusiasm
   Optimism

3. { Decision
Punctuality
Courage
Initiative

SUMMARY TO CHAPTER V

1. Fear is the result of ignorance.
2. Knowledge is the antidote for fear.
3. Every form of fear tends to depress organic action, derange the nutritive process, produce disease and shorten life.
4. Courage and self-confidence are the result of knowledge.
5. Faith, the assurance of things hoped for, is a constant friend, a healthful regulator, a positive energizer of the organic system.
6. Kill all the negative qualities in your character.
7. Kill laziness by continually hustling every day.
8. Kill cowardice by doing that which needs to be done immediately.
9. Kill dishonesty by compelling yourself to be honest about everything.
10. You can kill the negatives by constantly practicing the positives.

SUGGESTIVE QUESTIONS AND EXERCISES

1. What is fear?
2. What is our physical reaction to fear?
3. What is the antidote for fear?
4. What do you mean by confidence?
5. How is faith developed?
6. Does faith affect our organic system?

7. How can you kill laziness, cowardice and dishonesty?

8. Can you eliminate the negative qualities in your character? How? Give examples.

9. Write one hundred words discussing the positive qualities which you consider the most important in the development of your personality.

10. Write one hundred words showing how fear may be eliminated.

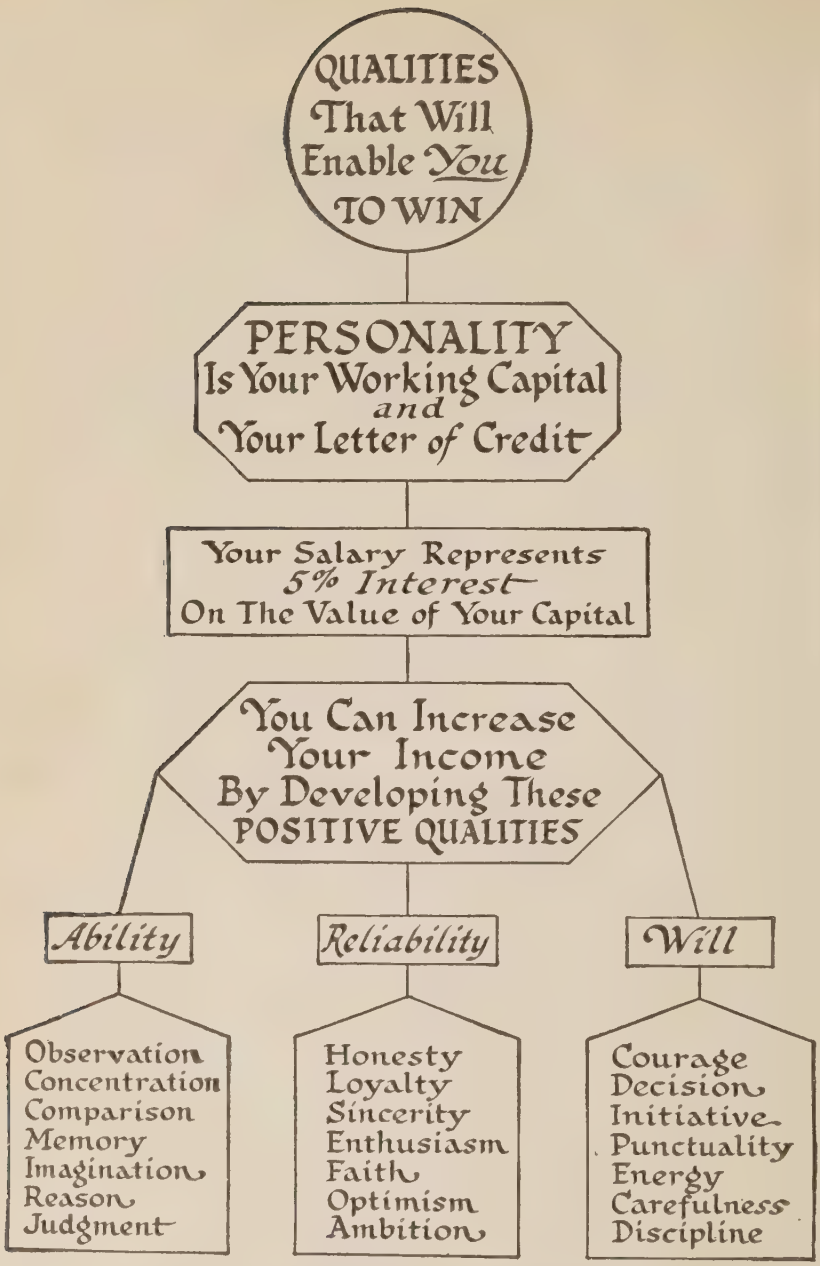


CHART VII. QUALITIES THAT WILL ENABLE YOU TO WIN

CHAPTER VI

QUALITIES THAT WILL ENABLE YOU TO WIN

A Mental Revolution: In the first chapter we learned that we were in the midst of a business revolution. That means that we are passing through a great mental awakening. This is the age when the business man studies. He must. Competition has driven him to it. One of our prominent thinkers has said that the human mind, as a result of a knowledge of modern psychology, has made more progress during the past thirty years than during all previous history. In this chapter we will discuss some of the positive and negative qualities which go to build up or tear down character. These qualities determine whether your life shall be constructive or destructive.

Loyalty Defined: "Loyalty consists in giving faithful allegiance to your employer." It demands whole-hearted, untiring service to the organization that furnishes you with bread and butter. It involves doing everything within your power to evolve some new idea or improved method that will in some way advance the interests of your company. Every wise manager is eager to obtain help of this kind. He is also on the alert to promote any employe who renders such service. A certain young college professor was so loyal to his university and responded to so many calls for help that he not only

reflected glory upon the institution, but was offered the presidency of four different colleges.

Loyalty Helps to Build a Life: But loyalty is its own reward. The man who will not do his best under all circumstances, who will not render the highest service of which he is capable, is not only disloyal to his employer, but disregards the dictates of his own highest self. Remember that it is a much greater thing to build a life than to make a living. Whatever you do for the interests of the man who employs you, reacts upon your own life and character. Every new idea or method you originate, and every bit of exceptional service you render, is of infinitely greater value in the way of developing your own possibilities than it can possibly be worth in the way of immediate financial reward. The man who is disloyal to his employer defrauds him, but what is much worse, he robs himself. "We make a living by what we get but a life by what we give." Most people are so busy thinking about what they can get, that they have little time left to think about what they are going to give. If they stopped to analyze the situation they would know that if they placed the emphasis on the giving and the service they ought to render, their getting, or income, would take care of itself.

True Loyalty is Profitable: The salesman or employe who extravagantly spends his employer's money for expensive meals and the highest priced hotel rooms is not loyal to his house. One traveling salesman often asks for a low-priced room in a hotel, occasionally eats in a moderate-priced restaurant, and walks when he might pay bus fare. He is getting a salary of over four hundred dollars a month and expenses and many privileges which

cost his associates money. But he is loyal to his house. On the other hand, scores of salesmen engage the highest priced rooms and eat in expensive dining rooms, but they are getting small salaries. They are disloyal to their concern and, therefore, disloyal to themselves. They pay their own expense accounts in smaller salaries, but they do not realize it. They think the house pays the bills. It does but they earn the money and squander much of it that they might better save.

Get Out or Get in Line: If you cannot render your employer the most enthusiastic, loyal service, then quit. But while you are taking his money, your own self-respect requires you to boost for him and his business. You owe it to your employer and to yourself either to get in line and stay in line, or get out.

Honesty Commands a High Premium: There never was a greater demand for men who are thoroughly honest and reliable than there is to-day. There never was a time when business men were willing to pay such a premium for honesty as now. There is a mania to get rich quick in these days and in practically every case it ends in failure, remorse, and despair. It is said that a young man in Marshall Field's store had made an exceptional record. He was marked for a prominent position. It was decided to try him in every way during a period of six months, before promotion. He was tested as to his morality, his ability, and his honesty. Money was left lying around in order to tempt him. One day he picked up and kept a fifty-cent piece that was put in his way. He never got the promotion. Your character may be submitted to the same gruelling tests. Be prepared to meet them.

Honest Employes Exceptional: A prominent retail merchant recently reported that dishonesty caused more trouble in his store than anything else. He said, "We used to expect twenty-four honest men out of every twenty-five. Now it seems to be difficult to find more than one out of the twenty-five who is thoroughly honest." Of course his case is extreme, but he lost considerable money in his business through theft on the part of his salesmen. The first qualification for success, in his mind, is honesty. The manager of one of the great department stores in the middle west, a store employing nearly a thousand sales people, said that dishonesty and indifference were the "twin demons" in his store. Incompetent people resort to dishonesty to gain what they failed to get because of their lack of efficiency.

Loyal Service Due to Employer: When you work for a man on a salary, you owe him all your loyalty, all your ambition, all your enthusiasm, and all your ability; and to engage in any outside enterprises when all your time and effort has been sold to him, is not honest. One young man works in an office where his employer is frequently absent. It is necessary for him to be in the office at eight in the morning, but he is seldom there before ten, although he tells his employer he is always there at eight. This is another phase of dishonesty to be deplored. But the employe who resorts to it is injuring his own life and character, and it is simply a question of days until he loses his position.

Initiative Defined: One of the qualities most highly valued and commanding the highest pay in the business world is initiative. It causes one to go ahead and do the thing that needs to be done without being told. Hubbard

says, "The world reserves its big prizes for but one thing and that is 'initiative.'" This power is the result of constructive thinking. In fact, constructive thinking plus initiative gets results. A country banker once asked, "Can you send me a young man of initiative, a young man who will sweep out without being told, who will do his bookkeeping without being told, who will do his own work of his own accord without being told, over and over and over again?" The young man who lacks initiative is lazy, purposeless, and unwilling to do his part in life's work.

How to Acquire Initiative: Not many young men have enough initiative to stay at home in the evening, after a hard day's work, and study, when the lure of the park, the pool hall, and the "movie" is upon them. Those who have that kind of initiative are eagerly snapped up by the business world.

Success Based on Service: A great philosopher has said, "He that is greatest among you shall be your servant." The time is at hand when that matchless philosophy should be accepted and lived. The man to-day who renders the greatest public service is the public's greatest benefactor, and is entitled to the greatest profits.

A Good Illustration: A bright ambitious young man once said to the manager of a large organization: "I will come in and work for you for two months, you to pay what you think I am worth at the end of that time. Then we will talk over a proposition for the future. I know I can satisfy you. All I want now is an opportunity to prove my value." That young man was not thinking of

money, but of service. The young man who thinks only of his salary and the clock has much to learn.

Habits That Lessen Service: The employe who is careless or indifferent or who thinks of his own affairs during business hours, is not giving good service; neither is the employe who chews gum or uses tobacco in any form during office hours. The author honestly believes that to smoke while you are at work reduces your value at least ten per cent.

"He Profits Most Who Serves Best": The measure of your service will be the measure of your future profit. The hardware company that sent a team two miles for a broken boiler lid and made one to order for a quarter, then delivered it, was rendering service with an eye to future business.

Two Obstacles to Success: Self-satisfaction and indifference are two of the greatest obstacles that stand in the way of success. It sometimes appears that seventy-five per cent of the people of this country are asleep half of the time. You will find evidence of self-satisfaction among people who are employed indoors more often than those who work in the open air. Possibly the most indifferent class of sales people to be found anywhere are working in the retail stores.

Deadening Power of Indifference: The indifferent man is unconcerned about either the present or the future. He is satisfied merely to exist. After spending many years analyzing indifference, the author is convinced that it is due largely, if not altogether, to ignorance. The indifferent man does not know and he is not aware that he does not know, and furthermore he does not care. His

brain is dormant and undeveloped. He has no ideal. He has little purpose, ambition or imagination. Thousands of such people have been interviewed. They simply blink and stare. They were not conscious of the fact that they were too lazy to investigate. Indifference is a habit born of laziness. It is the natural result of an untrained and sluggish brain. Most men are constitutionally lazy. It requires the spur of necessity to make them active. The only hope for such a man is to wake up and feed his impoverished brain. Otherwise he is doomed. The author has often stepped into a retail store and inquired if they have a certain article. The salesman replies, "Yes," and sometimes stirs himself enough to ask, "Do you want one?"

Ambition a Matter of Development: The world has not yet realized that ambition is quite largely a matter of development; that the brain must be fed or it will die. When an idea comes to the brain, the blood brings nourishment to that brain cell and it grows, but when there are no ideas, the blood does not flow that way and the unnourished cell atrophies and dies. Many men do not realize that the head was made for thinking purposes, and that success depends upon how we use it.

The Importance of Thrift: We are living in an extravagant, spendthrift age. That is one reason so many men are penniless at the age of sixty. The idea of poverty in old age ought to haunt every young man and make him feel the necessity of saving every dollar he can possibly get along without. When you receive an income from money invested, you multiply your earning power. When you have money invested you have more self-respect. You are a capitalist. You are a better citizen and a

better patriot. If eighty million people save a nickel a day it would amount to $1,460,000,000 a year. Save ten cents a day and invest it at six per cent compound interest and it will amount to $6,000 in forty years. And yet we handle the nickels and dimes as if they did not amount to anything.

Avoid "Wild Cat" Schemes: Look out for "wild cat" investment schemes that offer big dividends. There is an enormous amount of money lost that way every year.

Insurance a Safe Investment: Every young man should take out some insurance. That is a safe investment. An insurance agent once crossed the Atlantic Ocean with Cyrus W. Field in order to get a chance to talk insurance to him. He was rewarded with a $450,000 policy. Field was worth twenty millions then, but afterwards lost it all except the insurance.

Wealth an Intellectual Achievement: Money is not everything, but we need some of it in order to enjoy happiness and the comforts of life. Gage Tarbell, the great life insurance man, has said: "Wealth is an intellectual achievement." We agree with him and so do you. The man of untrained intellect cannot produce wealth. To be able, therefore, to produce it honestly is certainly an intellectual achievement to be coveted.

Chin Upper or Chin Downer: A man can earn about three or four dollars a day from his chin down selling muscle but as high as a million dollars a year from his chin up selling brains, as President of the Bethlehem Steel Company. Which do you want to sell, brains or muscle? It pays a great deal more to sell brains, so why not decide to be a chin upper rather than a chin downer?

Definition of Money: A large prize was once offered in England for the best definition of money. Many were submitted but the one that won first prize was written by a woman who was a bedridden invalid. It is as follows: "Money is a commodity that will buy anything but health and happiness, and is a universal passport to everywhere but heaven."

Man's Duty to Himself: Every man should equip himself so that he can support a family if he has one, take a vacation when he needs it, retire any time after sixty if he so desires, and have enough left to provide for his needs during the remaining years of his life.

Courtesy an Asset: There is no other one thing which costs so little and is worth so much as courtesy. It is an outward expression of inward kindness. It is an indication that the heart is right and that we delight to serve.

A Lesson in Courtesy: A young man by the name of John Boyd was brought up in Pella, Iowa. He had a high school education and believed he could succeed in life. He believed in courtesy. It was a part of his particular philosophy. He received an appointment as assistant doorkeeper in the house of representatives. One day a prominent looking business man approached the doorkeeper and asked if he knew where he could find Senator Sargent of California. This doorkeeper did not believe in courtesy, and in a very pompous manner gave the stranger to understand that they had all they could do to take care of the members of the house without running after senators. Mr. Boyd heard the conversation. It did not agree with his views. So he followed the man and told him he would find the Senator for him

if he were in the building. His kindness was greatly appreciated. He hurried away, soon found the Senator, and took the stranger to him. Boyd then started to leave. The caller gave him his card and asked Mr. Boyd to meet him that afternoon at the hotel. Mr. Boyd was surprised to learn that the stranger was none other than Collis P. Huntington, the famous railroad president.

Consequences of Being a Gentleman: When they met Mr. Huntington learned that Mr. Boyd was getting twelve hundred dollars a year. He immediately offered him eighteen hundred. "But," replied the young man, "I don't know anything about the railroad business." "But you *do* know how to be a gentleman," exclaimed Mr. Huntington, "and that is what a lot of fellows around here *don't* know enough to be." Mr. Boyd accepted the position. His salary was raised to three thousand dollars within a year and finally to ten thousand. Does it pay to be courteous?

How to Concentrate: It takes the average young student nearly a year to learn how to concentrate his mind upon his work. Concentration, however, is possible and valuable as demonstrated by the following incident: A boy of thirteen, who was an expert with the typewriter, considering his age, was demonstrating at a county fair. A business man present tried his utmost to disturb him. He asked him several questions, but the boy never looked up or paid the least attention until he was through. He then asked the man what he wanted. The man at once offered him a position and asked him how he could work that way while being disturbed. The boy told him he had learned to concentrate his mind by continual practice.

Importance of Concentration: There was on exhibition at the World's Fair in St. Louis a machine that so concentrated the sun's rays that it actually melted iron. The mind which concentrates is powerful, and usually routs opposition. You must first pay attention to what you are doing, then center the mind upon it.

Concentration Under Difficulties: The author has discovered that he can write just as well with a crowd talking or playing all around him, but he has also found that it does not pay to do it as it takes energy to counteract the disturbance. In studying, in writing, or in making a sale, he focuses all the power of his mind on what he is doing. He entirely shuts out the outside world. It takes practice to do this, but it pays. Begin immediately to concentrate upon what you are doing. Concentration means success, while "scatteration" means failure.

SUMMARY TO CHAPTER VI

1. Among the qualities essential to efficiency is loyalty which requires faithful allegiance, untiring service, thoughtful consideration of the employer's business, with methods and ideas for its economic advancement. Its rewards are promotion and the development of character.

2. "Honesty is the best policy"; it is greatly demanded and is the foremost qualification for permanent success.

3. Initiative is the result of constructive thinking; it is doing things without being told and doing them in a large and efficient way, and entitles one to the greatest profits.

4. Self-satisfaction and indifference are the obstacles that deter seventy-five per cent of the people from ad-

vancement; only by the development of ambition can their deadening influences be overcome.

5. Thrift, in an age of extravagance, multiplies earning power, enabling one to become a careful investor, a respected citizen, and a benefactor of mankind.

6. "Wealth is an intellectual achievement," discriminating between trained and unskilled labor, and making possible financial independence and comfort in old age.

7. Courtesy costs little, but is worth much: it opens new doors of opportunity and pays dividends out of all proportion to the investment.

8. The power and habit of concentration prevent disturbance, and insure success.

SUGGESTIVE QUESTIONS AND EXERCISES

1. Discuss the meaning and importance of Loyalty in the business world.

2. What is meant by Initiative?

3. What bearing has the idea of Service on business success?

4. Define Courtesy. Give illustrations from your own experience and from your reading of the value of Courtesy.

5. Write an essay of one hundred words showing how you would increase your efficiency.

6. Write an essay of one hundred words on the value of rendering good service.

TIME

IS MONEY

Time Wasted Is Money Wasted

CHART VIII. TIME IS MONEY

CHAPTER VII

TURNING MINUTES INTO MONEY

One Type of Salesman: A customer stepped into a large furniture store to make a purchase and while waiting for the change asked an idle salesman, a man about forty, the price of a handsome leather chair. He looked it all over for the tag, could not find it and finally asked: "Bill, what is the price of this chair?" Bill replied: "You will find it marked on the tag." He looked again, found the tag and said, "Fifty-nine dollars." That is all he had to say and he was a so-called salesman in one of the finest furniture stores on this continent.

Study the Goods: Let us analyze this situation just a little. If you were to ask this man—we will not say salesman—to make a scientific study of salesmanship he would likely tell you he did not believe in it. But this same man spent several hours each day in that furniture store doing absolutely nothing. When we entered he and several others were sitting in the corner talking. Instead of wasting his time that way let us suppose he had been making a careful study of every piece of furniture in his department. In that case he would have been within call when needed. Let us suppose he had studied the price of every article in the room. Then imagine he had gone further and found out where each article was made, just what material it contained, and something

about the process of manufacturing. You may say all this would have required some time, and work, and study. Of course. The reason men render indifferent service and get small salaries all their lives is because they do not utilize their time in proper study. And when a crash comes, as is often the case, they are unprepared for the emergency and usually find themselves in the street helpless. Then they condemn the conditions rather than themselves.

Study Human Nature: Let us assume this man had gone still further and made a study of the furniture in relation to a color scheme, either in a home or office. Then suppose he had gotten over on his customer's side of the fence, and taken a personal interest in him. He could have induced him to sit in that large, comfortable chair and suggested the comfort he would get out of it at home in the evening. How easy it would be to enjoy life and forget his cares while thus resting. Or if he desired to study, how delightful it would be to sit in that chair. Why, he could think much better thoughts. Let us suppose he had used his imagination and made his customer feel these things and led him to believe he could not afford to be without it and then had described the kind of leather of which the chair was made, how it was tanned and how durable it was and how long it would last—but he did none of these things. He didn't even know the price of the chair. This incident occurred in San Francisco a few days before the earthquake and fire. How competent do you think he was to face the future while looking into the ashes of his employer's store? Is it any wonder someone has said, "Not one salesman in a hundred behind the counter is any good?"

Utilize Spare Moments: The hardest thing to teach a young man is to appreciate the value of time. It is said that Joseph Cook, the great thinker and lecturer, carried a little dictionary in his pocket when a student, in order to have something to study when waiting for his meals or at other odd moments of leisure. Many of the world's great men, Gladstone among them, have carried books in their pockets in order to utilize spare moments, but we fritter away diamond minutes and golden hours doing nothing of value, and our conscience does not hurt us. *Time is money and knowledge is power.* But we shall never get either the money or knowledge until we learn how to utilize our time and especially our spare moments. A reputation for ability as a pool player will not help us any and it may advertise us adversely sometime when we want a position.

TIME AFTER BUSINESS HOURS MOST VALUABLE

Time is Money: What is the difference between a pauper at seventy and Edison at that age? The difference is largely in the way each utilized his time after business hours.

Use of Spare Time: You and Edison and a pauper have each one hundred and sixty-eight hours a week, no more and no less. The average man works eight hours a day, or forty-eight hours a week. He is paid for this time and he works under some one's management. He has one hundred and twenty hours a week at his own disposal. How he utilizes that time determines his destiny.

Four Hours Daily: Let us do a little analyzing. Suppose you work eight hours a day, sleep eight hours, and

spend three hours on your meals, toilet, etc. In that case you have five hours a day left. Suppose you spend one hour a day in recreation. You still have four hours. Your destiny is going to be determined by the way you use or misuse those four hours a day.

Capitalize Your Spare Time: Suppose that during two years you devote six hundred and twenty-five hours to conscientious study and that your salary is raised ten dollars a week as a result of it, what do we find? We find that ten dollars a week amounts to five hundred dollars a year, and five hundred dollars a year is a dividend of five per cent on ten thousand dollars. Five hundred dollars a year for twenty years equals ten thousand dollars. Your investment of six hundred and twenty-five hours in study, according to these figures, would earn you a dividend of sixteen dollars an hour. Isn't it worth while? Suppose your earning capacity at twenty-five is fifty cents an hour or twenty-four dollars a week; then your unused hour a day that you waste or utilize should be actually worth sixteen dollars or thirty-two times as much as the hour for which you get paid. Do you realize the potential possibilities of the hours which so many young people toss aside with as much disregard as they would a bit of waste paper?

Some Notable Examples: Unutilized time is the most valuable by-product in this country. Let us see what it has done for some men. As a working man and a salesman, Lincoln made good use of his spare time, and his name will ever live in the history of this country. Lincoln and Washington, the two greatest men America ever produced or possibly ever will, were self-taught. They appreciated time. When he was a telegraph operator,

Edison put in his spare time studying electricity, and became the world's foremost inventor. As a laboring man on the railroad, J. J. Hill studied railroading during his spare time, and became world famous as a railroad builder. Carnegie studied salesmanship, business organization and manufacturing, during his spare moments and became the world's greatest iron master. Elihu Burritt, the blacksmith, spent eleven hours a day at the forge, but mastered nineteen languages. Whitney, the inventor of the cotton gin, was a teacher, and Morse, the inventor of the telegraph, was an artist. But these men prized and utilized their precious by-product—spare time—and joined the world's immortals.

Time Lost on Street Car: In literature what do we find? Shakespeare managed a theater, Charles Lamb and Nathaniel Hawthorne were clerks, while Robert Burns was a farmer and a tax collector. But for their use of spare moments the world would never have heard of them. Possibly one man out of a thousand studies a book on a street car. The amount of valuable time lost while riding can never be estimated.

A Man's Estimate of Himself Determines His Use of Time: The estimate which a man places upon himself can be easily determined by the value he places upon time. It is difficult to get an interview with a great executive. Luther Burbank says he cannot afford to give more than five minutes for an interview, as his time is too precious. The millionaire is a conservator of time, which he translates into money. The average youth is a spendthrift of time, the result of which is not bankable.

A Practical Plan of Procedure: Make yourself a program covering your entire twenty-four hours. Before

you go to bed at night, think over the day's work just finished, and plan for the next day. On your way to your work in the morning, whether you walk or ride, either study something you have with you or concentrate upon some problem. You will find it difficult to fix your entire thought upon one subject for twenty or thirty minutes whether walking or riding. Your mind is likely to go off on a tangent many times. Force it to concentrate. We must learn to do this in order to gain mental control.

Danger of Too Great Sociability: If you were robbed of a dollar you would likely call the police. Suppose your time is worth just one dollar an hour. How many of your friends do you permit to rob you of one dollar's worth of time without a protest? Beware of the social instinct. Too many friends will dissipate your time and make ultimate success impossible. Do not become too friendly with anyone unless that one realizes the value of time.

Have a Book at Hand for Emergencies: How often do you permit a street car, a train, or some individual with whom you have made an appointment to short change you a quarter or half an hour, simply because you have no book in your pocket and therefore must waste the time? A college student carried a book of synonyms in his vest pocket for four years in order to utilize spare moments while waiting for meals.

Utilize Your Time: Everyone has a definite income of twenty-four hours each day. This is constant and is the same for rich and poor alike. It can be neither increased nor diminished. Out of this income must come certain fixed charges. The amount of these charges will differ somewhat, though not widely, with various individuals.

SUGGESTIVE TIME CHART

Sleep	8 hours
Breakfast and Dress	1 hour.
Work	4 hours.
Lunch	1 hour.
Work	4 hours.
Dinner	1 hour.
Recreation and Study	5 hours.
Total	24 hours.

From sixteen to eighteen hours will cover them in almost every instance. There remains a minimum of six hours, out of which must be met certain necessary time expenses, such as exercise, meals, and recreation. From these six hours a daily margin can be saved whose use largely determines one's success or failure.

The foregoing chart indicates in a graphic way one plan for the distribution of time. It is merely suggestive and must be varied to meet individual conditions. It covers in a general way the activities of the majority of men.

SUMMARY TO CHAPTER VII

1. The use of time, the richest legacy bequeathed to man, determines whether a salesman shall become a mere order-taker, an automaton, or, by scientific study of goods and human qualities, an expert adviser, creating and multiplying business.

2. Leisure time outside of business hours may be capitalized to great profit through useful study and mental improvement.

3. One's use of time determines his estimate of himself, his life work, and his destiny.

4. Systematic saving and investment of time will enable one to achieve success, regardless of serious limitations.

SUGGESTIVE QUESTIONS AND EXERCISES

1. How should a salesman best occupy his idle time in a store?

2. What advantage is there in having a definite daily program?

3. Here is the daily program of one of our students in Iowa. Discuss it as applied to your own case.

A.M.	6:00 to 6:30	Morning toilet, including cold shower or plunge if possible.
	6:30 to 7:00	Read morning paper.
	7:00 to 7:30	Breakfast.
	7:30 to 8:00	Walk to work. (If you live close to your work, take a half hour's walk anyway.)
	8:00 to 12:00	Daily work.
	12:00 to 1:00	Lunch hour. (Circumstances vary this hour.)
P.M.	1:00 to 5:00	Daily work.
	5:00 to 6:00	Take some form of physical exercise, out doors if possible.
	6:00 to 7:00	Dinner and social hour.
	7:00 to 7:30	Read evening paper.
	7:30 to 9:30	Study some line pertaining to your work.
	9:30 to 10:00	Read some *good*, inspiring, and helpful book or magazine.

10:00 P. M. to 6:00 A. M.—Refreshing sleep.

4. The above program allows one hour a day to the daily papers. Is this too much or too little or just right? We think it too much. One great corporation recommends that its employes devote ten minutes a day to reading the newspapers.

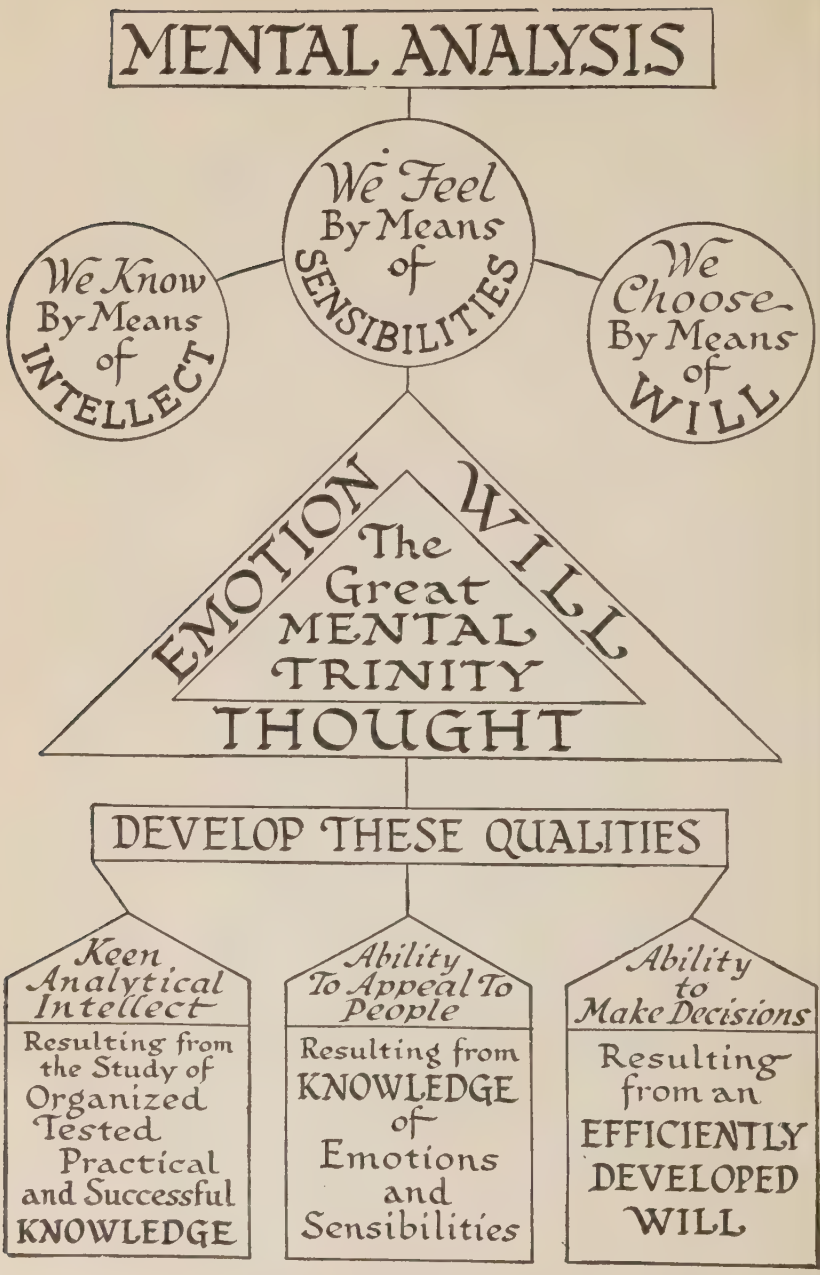

MENTAL ANALYSIS
We Feel By Means of SENSIBILITIES
We Know By Means of INTELLECT
We Choose By Means of WILL
EMOTION
WILL
The Great MENTAL TRINITY
THOUGHT
DEVELOP THESE QUALITIES
Keen Analytical Intellect
Resulting from the Study of Organized Tested Practical and Successful KNOWLEDGE
Ability To Appeal To People
Resulting from KNOWLEDGE of Emotions and Sensibilities
Ability to Make Decisions
Resulting from an EFFICIENTLY DEVELOPED WILL

CHART IX. MENTAL ANALYSIS

CHAPTER VIII

MENTAL ANALYSIS

Need of Mind Study: Lewis Ransom Fiske says, "The greatest of all industries is the making of men, to strengthen, ennoble, and render mighty the race of human intelligence. The rational mode of procedure must depend upon a knowledge of the faculties of the mind and the most effective condition for their employment." To do this we must study and think. Theodore Roosevelt declared in one of his foreign lectures, "Now I am fifty years old, and if I had stopped learning, if I felt now that I had stopped learning, had stopped trying to better myself, I feel that my usefulness to the community would be pretty nearly at an end."

Conditions Constantly Changing: It is absolutely necessary to study and keep up with the times as well as down to earth. You cannot afford to worship your ideas and methods because they are good. The fact that they were good yesterday, and are good to-day, does not mean that they will be practical and successful five years from now. Business conditions have undergone a great change in the last ten years. Readjustments are taking place so rapidly that methods popular to-day are likely to be revolutionized during the next few years. Only those who have sufficient courage and foresight will be successful. The others will fall by the wayside. Some of the

greatest selling organizations of the country have almost completely reorganized their way of doing business. They have been successful because they changed in order to meet new conditions. Others failed before they realized what was wrong.

Analysis of Man: Man is the foundation of all business success. If he is built properly and works right he is bound to be successful. Let us analyze man so you will be able to diagnose yourself, eliminate your weaknesses, and develop your strong qualities.

Objects of This Book: Fiske says: "*By means of the intellect we know, by means of the sensibilities we feel, and by means of the will we choose; and in their co-operative action there is the movement and experience of man's mental life.*" The objects of this book are: (1) The development of a keen analytical intellect as a result of a study of knowledge that is organized, tested, practical, and successful. (2) The ability to appeal to people and persuade them through an analytical knowledge of the emotions or sensibilities. (3) The ability to decide and induce other people to do the same at our suggestion, as a result of a developed will.

The Great Mental Trinity: These three are the great mental trinity. As a result of their proper development and use, man can transform himself from a weakling into a brilliant, capable leader. Dare to let this thought grip your life. Use it as a leverage to place yourself in the position which you know in your heart you are capable of filling. Remember, "*No being can be great without making himself great.*" He is, therefore, forced to depend upon his own resources so that there may be a continuous development of his powers.

Study of Types: In order that you may get a clearer idea of the three great mental factors, the intellect, the sensibilities, and the will, we have prepared the following chart. *It shows the proportionate development of the three great mental factors in the various types of people.* It is understood that will means both choice and action, as it requires will to choose, decide, and act.

Know Yourself: Analyze yourself in accordance with this chart and determine to which of the seven types you belong. Decide which one you will *strive* to realize. Recognize which brain force now dominates you, and where you are deficient. When you find out where you are weak, do everything in your power to overcome it.

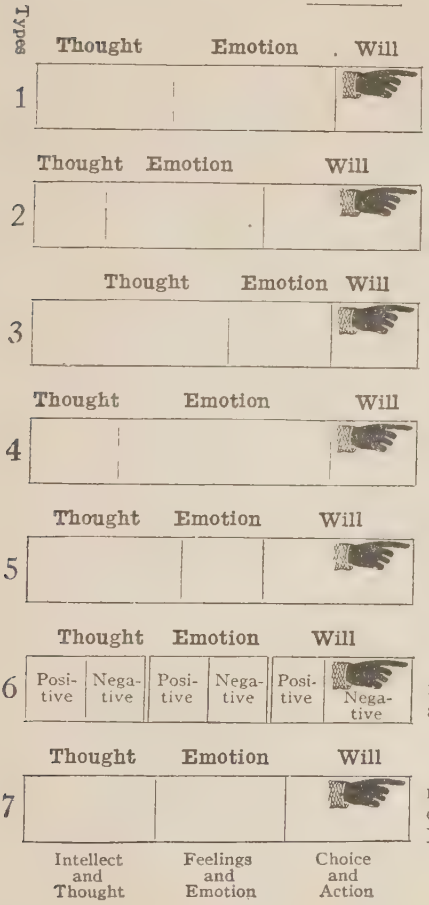
Weakness Due to Lack of Will: From the mental types indicated you understand that a man may have a splendid intellect but still be a failure because he has not developed leadership. He does not take the initiative because his will is not developed. Every man who has ever spent four years in a college or university will tell you about some of the brightest students in school, young men who were brilliant students of Latin, Greek, or mathematics; young men who, the student body thought, had great careers ahead of them, but who, later on, were found following pursuits unworthy of their education and natural ability. And why? Simply because they had only trained their intellects. They had done nothing toward developing their wills. A man with a deficient will is about as helpless as a ship without a rudder.

Symmetrical Development Ideal: One more illustration. You occasionally hear a scholarly sermon from a preacher who does very well in the pulpit, but who is a

failure as a leader and an organizer. He, too, has failed to develop his will. Again you hear a poor sermon from a preacher who is a splendid leader and organizer. His will is developed but his intellect is neglected. The ideal man, like the ideal preacher, is the man whose intellect, emotions, and will are developed equally. He can both think and act.

SUMMARY OF THREE GREAT MENTAL FACTORS

Intellect, Sensibilities and Will as Found in Different Individuals. Choice and Action Are a Part of Will.



ANALYSIS OF TYPES

1. Thought and Emotion Developed but Weak Willed

Weak in decision and action, and without definite purpose. Such a man may be bright, intelligent, and capable except that he is lacking in initiative, constructiveness, and perseverance. He does not seem to possess the mental energy to decide and act promptly. He lacks nerve. He is apparently either too much afraid or too lazy to try.

2. Thinks Little but Has Strong Emotion and Action

The loud-mouthed man who is lacking in judgment and common sense.

3. The Thinker Who Has Little Feeling and Will

The thinker, philosopher, theorist, talker, and perpetual motion man, who has a fantastic remedy for everything; who is lacking in feeling but not aggressive enough either to decide or to act.

4. Has Excess of Feeling but Thinks Little and Is Weak Willed

The sentimentalist, swayed by his emotional nature, lacks concentration and ability to think logically. Is slow to decide or act, and because of untrained judgment, is as likely to make an unwise decision as a wise one. Drifts with his environment. Such people are effeminate, changeable, and capricious. They lack the power to

think or act. They are harmless, purposeless people who depend upon luck and whine because of their bad fortune. They lack the ability to recognize an opportunity, and the courage to act if it is pointed out to them. Such men are deficient in thought, originality, concentration, purpose, and perseverance. They look for something to turn up instead of turning it up.

5. Thought Power and Will-Power Large, Emotion and Conscience Small

The man of intellectual equipment and strong will, the man of keen analysis, good judgment, concentration, ambition, determination, and unlimited will-power. The man who cares little for conscience, whose ideal is the dollar and who proposes to get it by fair means if he can, but some other way if he must. The man who thinks business is war, and that all is fair in war. The man of the cold, intellectual type of Caesar and Napoleon and some of our modern captains of industry.

6. Where Negative and Positive Qualities Nearly Equalize Each Other

This is simply an illustration of the negative qualities to be found in the other six types. A man's intellect, sensibilities, and will are strong simply in proportion to the development, separately or unitedly, of their positive forces and the elimination of their negative qualities. The object of this chart and analysis is to give you a better foundation for your study of man building, and a clearer understanding of personality development through the unfolding of the positive qualities and the elimination of the negative.

7. The Man of Symmetrical Development

The well rounded normally developed man. The man of intellect, heart, conscience, and will. The man who wins success in accordance with honesty and not in spite of dishonesty. The type of man who is the brains and conscience of this country. The man, who, like Marshall Field, built a reputation for absolute reliability and honesty rather than the man who disgusts trade and drives it away by marking $2.00 shirts up to $2.50 and then marking them down to $1.95. Integrity of the Marshall Field kind made Field the greatest merchant in the world. Dishonesty of the other kind, while sometimes temporarily profitable, usually forces a man, either out of business entirely, or else into the junk dealing class.

Law of Growth: The law of mental growth is the same as the law of physical growth. It is this: "Correct exercise of any organ develops that organ."

Importance of Business Building: This subject could be continued indefinitely, but enough has been said to show you that to be successful a man must build himself and his business upon the foundation shown in type seven. In developing a business, we consider the profit we make to-day as incidental to the profit we expect to make. *It is one thing to get business, but it is quite another thing to hold it and build it.* If we are ambitious to make all we can out of to-day's transaction, regardless of the effect upon the future, we cannot call ourselves business builders, but business killers. [*Business building is based upon the law of mutual benefit, good service, and satisfaction.*] Business killing aims to "do the other fellow" as soon as possible and as long as he will stand for it. It registers its own doom.

The Best Arguments Win: Salesmanship is a mental battle between the man who wishes to sell and the man who is not sure he wants to buy. When a salesman and a prospect come together, the one with the best and strongest arguments usually wins. A salesman always meets an argument and a lot of objections in opposition to his own. A strong salesman generally batters down the objections. The weak salesman listens and forgets what he wanted to say. Instead of influencing his prospect, he permits his prospect to influence him. It is wise to realize that people do not always know what their own best interests are. They need to be convinced. When two men come together to consider a proposition the best man usually wins. *Be that best man.*

METHODS OF DEVELOPING THE WILL

Prompt Action Necessary: Whenever you feel inclined to evade a disagreeable task which you know should be done, do it at once for that very reason. Whenever you shrink from going out after business, go immediately. Do instantly any disagreeable task which should be done, because you know it is to your advantage to do it. Refuse at once to do any agreeable thing simply because it is agreeable, if it is injurious to yourself or business.

Concentrate and Plan: Concentrate and use daily in making sales every possible power you possess. You will then daily grow into a logical, scientific, and successful salesman. Make a habit of sitting down and thinking deliberately prior to every important interview. Think the thing out in advance and then when you undertake it, do your level best. In the meantime burn deeply into your inner consciousness this resolution: *"I will, I am invincible; failure is an impossibility and not to be feared."*

Decision One Mark of Strength: Decision marks the strong man from the weak man. "Indecision is the paralysis of usefulness." Get what information you can get, or need to get, upon the subject, and then decide, once for all, either yes or no. Entirely too large a per cent of the average man's life is wasted through continually putting off the moment of decision. Failure to decide promptly, and then execute immediately the thing they are convinced ought to be done, robs men of opportunity and time which would mean fortune. Vacillation will not do. You must decide one way or the other after the evidence is all in. Decision is the mark of strong and courageous men. In making a decision, count every point in favor of the proposition and every one against it, just as you would two rows of figures. Put them under two heads, affirmative and negative. After you have the reasons all down, add up the two columns, and if the affirmative has one more point in its favor than the negative, you are mathematically compelled to make your decision accordingly. This is the method followed for many years by Elihu Root. Do not think for a minute that you can reconsider it, or that sentiment has anything to do with it. It has not, except with a weakling, and you, my reader, are no weakling, or you would not be studying this book.

Types of the Will: There are a great many different types of will that are worth studying. We say one man is slow but sure. He is not afraid of drudgery. We might call his the slow but sure will. There are several other kinds of will which a salesman must understand and cultivate. Considering the types of will in salesmanship, the following list will give an idea of our meaning.

1. *The slow but sure will;* developed by constant study, constant work, and attention to details.

2. *The persistent will;* developed by aggressive thought and the habit of sticking to it—a determination to hang on and never let go.

3. *The loyal-fidelity will;* developed by thinking, by devotion to another, and ceaseless effort to help him.

4. *The courageous will;* developed by autosuggestion of courage, confidence, and determined effort to succeed.

5. *The alert will;* developed by wide-awake observation of details and people, concentration on future work, while not neglecting present work.

6. *The tactful will;* developed by the thoughtful practice of adjusting one's self to others for their pleasure and one's own profit, as well as theirs.

7. *The assent-compelling will;* developed by continually thinking what people are going to assent to in one's proposition.

8. *The intuitional will;* developed by an unabated desire to be a business diplomat, being continually courteous, desirous of adjusting one's self to circumstances, and always on the alert to develop intuitional ability.

Eliminate Your Weaknesses: Remember that the thing men know least about is their individual selves. Certain qualities may be developed and others eliminated. We suggest the following methods:

1. Correct your faults. It may hurt but it will pay.

2. Strengthen your weak places.

3. Banish fear, worry, blues, jealousy, hatred, depression, etc. These are to you what salt is to iron. They corrode and kill both you and your business.

4. Cultivate and practice the habit of constructive

optimism. Make yourself feel cheerful, courageous, and happy.

5. Cultivate the habit of quick deliberation and prompt decision. Compel yourself to "Do it now."

6. Cultivate the habit of persistence, by carefully attending to details.

Finally, make such a study of yourself and so adjust yourself to others that you will be highly esteemed. Remember that "two-thirds of your success lies in making people think you are all right."

SUMMARY TO CHAPTER VIII

1. As the making of men is the greatest of all industries, so the time has come when the same scientific study must be made of the mental plant—the mind-brain apparatus, for its understanding and improvement—that has been made in recent years of the physical plant, and office organization and management.

2. Since mental life plays so significant a role in commerce and industry, it must be brought to the psychological laboratory for analysis, for the discovery of the qualities or dispositions or processes that make for success and efficiency.

3. The three great mental factors are intellect, sensibilities, and will, and the manner in which these are coordinated determines the different types of men.

4. "Correct exercise of any organ develops that organ," and so the adequate exercise of the qualities or dispositions that predominate in the superior types of men may transform the weaker into the better type. Likewise the weaker qualities or dispositions may be eliminated by non-exercise.

5. In the conflict of business life, the best types win, whether of men, arguments, or methods.

6. Will may be developed by prompt action in the midst of disagreeable circumstances, and by quick and definite decision after reasonable consideration. The types of will are, the slow but sure, the persistent, the loyal fidelity, the courageous, the alert, the tactful, the assent-compelling, and the intuitional.

SUGGESTIVE WRITTEN EXERCISES

1. Write one hundred words on the mental factors you feel that you need to develop.

2. Write one hundred words on the man whose intellect predominates.

3. Write one hundred words on the man whose emotions predominate.

4. Write two hundred words on the man whose will is his predominating characteristic.

5. Is a man whose will-power is highly developed best adapted for an inside detail position or an outside leadership position?

6. Give a specific method of developing will-power.

7. Write one hundred words showing how you developed will-power by doing what you should have done, but did not like to do.

8. Write a letter to a prospective buyer of a sewing machine who has written a letter of inquiry. Make your letter sell the machine. Develop your will-power by going to the sewing machine office and getting the necessary information.

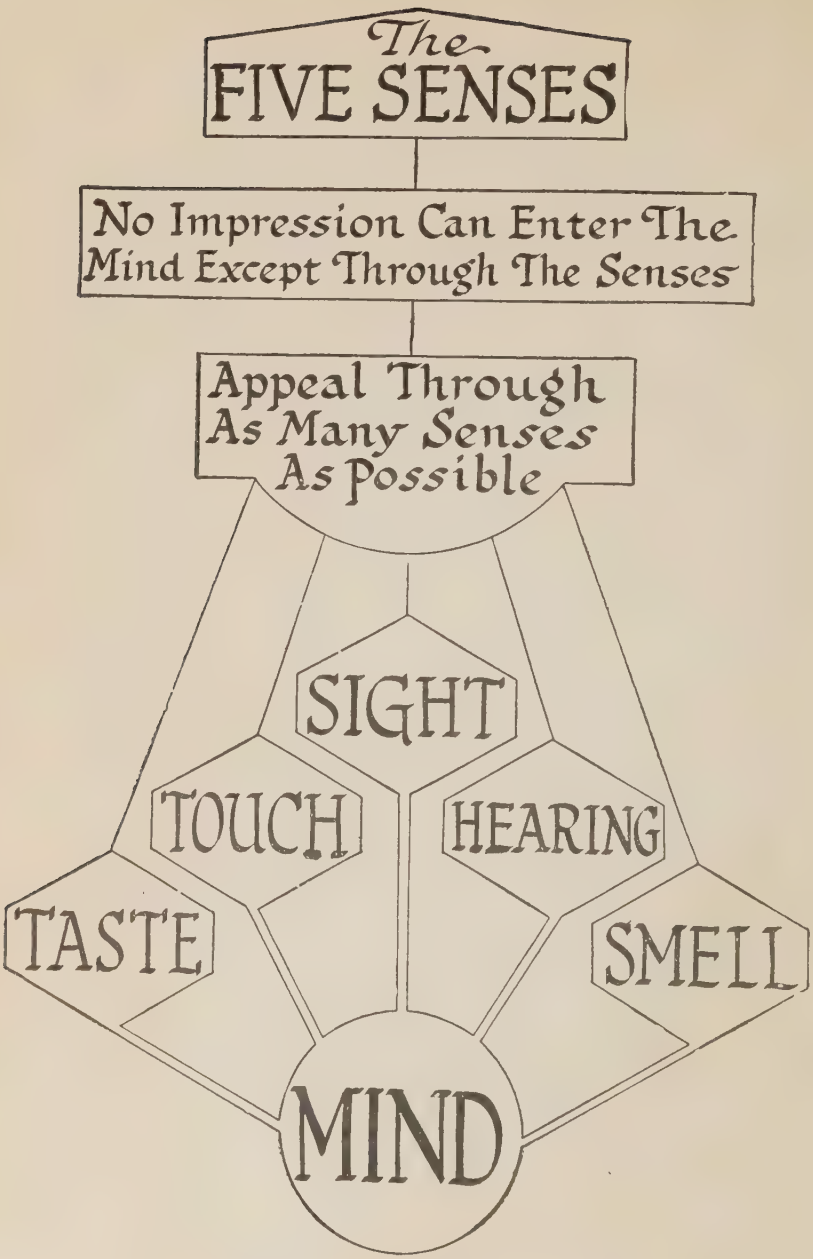


CHART X. THE FIVE SENSES

CHAPTER IX

THE FIVE SENSES

The Five Senses: The five senses—sight, hearing, smell, taste and touch—must be studied in order to increase your efficiency and earning power as a salesman.

A Salesman's Most Vital Work: Your method as a salesman will be to convey thought, arouse feeling and provoke action. The only possible way you can reach and influence your prospect is through the senses. There is no secret "back door" by which you may invade and control a human personality.

Importance of the Five Senses: The intellect, memory and imagination are limited to the experience and sensations that have been acquired in the way indicated.

Thoughts and ideas evolved by the mind often appear entirely new; but at best they are the product of impressions, facts and ideas, taken in by way of the senses, which have been created by the mysterious psychic power inherent in the brain.

Cultivate Your Five Senses: You should realize how imperative it is for you to learn all about the *five royal highways to the intellect*, both in yourself and in others.

THE EYE APPEAL

Appeal to the Eye: The back of the eye is a meshwork of nerves that gather and convey information to the

brain. For that reason the appeal to the eye is much greater than the appeal to the ear. The greatest sales organization in America never makes an appeal to the ear through speech, without accompanying it with a similar appeal to the eye, by picturing the idea. In fact, whenever possible they build their salesmanship around an appeal to the eye, and use the voice for making suggestions and explanations.

The Window of the Soul: The eye aptly has been called "The window of the soul." It is a camera of the highest grade. It records more impressions in one day than all the photographers in the United States can take in years, and it does its work more accurately. All these pictures are images of objects, and are the stuff out of which ideas are made. Emerson says we get nine-tenths of our education through the eye. (See "Personal Efficiency," by the same author, pages 198-200, published by The Gregg Publishing Company.)

Study Your Customer's Eyes: The eye must be judged by its size, form, color and clearness. The distance the eyes are set apart and their expression must be noted. Be sure that your prospect actually sees the object you are showing him. Men often look directly at a thing but because the brain is so engrossed with other thoughts it makes no impression on the mind. Therefore, test your customer's attention frequently by asking questions that you know will indicate whether or not he is grasping the points you are making and your questions should be so stated that the customer's answers will give you an idea of the impression that you have been making on his brain.

What the Eye Tells You About Character: "The large eye is telescopic and sees big things. It has sweep of

vision. The small eye is microscopic and sees details. It is best at short range, and most competent in getting minute observational values. Eyes set apart, either large or small, indicate perception of form and structure, and usually go with breadth of mind. Eyes set close together, near the nose, show a lack of perception of form, structure and broadmindedness. The gray eye stands for coolness, critical judgment and intelligence. The blue eye denotes emotion. The dark or black eye indicates passion and power. The dark-brown eye predicates love and affection. The light brown is the eye of friendliness and sometimes of temper. Yellow colored eyes go with lust for blood and are found in tigers and vicious people. The hazel eye craves and gives sympathy. The yellow or green eye on the other hand is hypnotic. A clear eye denotes health. A fishy eye denotes moral disease. The open eye indicates frankness. The almost closed eye goes with cunning. Full eyes, protruding with baggy appearance underneath, denote verbal memory, talking power and oratory. So the revelations of the eye bespeak most of the emotional states."—"The Science of Judging Men," Morrell.

Please the Eye: In selling merchandise, a strong, attractive appeal should be made to the eye. The wares displayed must be clean and well arranged for display. Study the displays in windows of stores on the principal shopping streets in any city and note the infinite care that is given to this feature of merchandising. Such stores sell thousands of dollars' worth of merchandise through the appeal made by their mute window salesmen. Study your dress and appearance in order that you may make the proper personal appeal to the people with whom you associate. (See "Personal Efficiency," pages 25-169-199.)

THE EAR APPEAL

Develop a Pleasing Voice: If you expect maximum pay as a salesman you must train your voice. These are the important qualities to be developed: A rich, refined, deep and well modulated tone; and a full, distinct articulation.

A course of training in singing from an expert vocalist or from a teacher of oratory is a very profitable investment for any person who wishes to be a successful salesman. An instructor in expression will drill you in the principles of correct breathing, the management of your speaking voice, and the right use of tones. A course in public speaking will aid you in presenting your ideas effectively. Many a well equipped salesman fails or makes little progress because he has never learned to talk with ease and fluency. Lame, hesitating, poverty-stricken speech is fatal. Orison Swett Marden says: "The ability to talk well is to a man what cutting and polishing are to the rough diamond. The grinding does not add anything to the diamond. It merely reveals its wealth." (See "Personal Efficiency," page 202.)

Language: The salesman must study his language so that errors of grammar, slang or misused words will not creep in and offend the ear of his prospective customer. To be a good conversationalist, able to interest people, to rivet their attention, and to draw them to you naturally, is to be the possessor of a very great and valuable money-making power. It opens doors and often hearts. It helps you marvelously to get on in the world.

Sound Appeal to the Ear: People do not like noisy machines. If you are selling a typewriter, a vacuum cleaner, a sewing machine or a washing machine, remem-

ber that any offensive sounds made by it are likely to hinder sales. Automobile companies are promoting millions of dollars to eliminate a slight vibration in their engines. You must exercise your own sense of hearing, so that nothing important that is said to you will escape attention. If you are selling musical instruments the music produced is the element of supreme importance. Study the demonstration methods of the leading phonograph companies. You can visit a phonograph demonstration room in nearly any town, and in every city in the United States. Conan Doyle's description of the baying of a hound in "The Hound of the Baskervilles," reveals a power of observation that is almost supernatural.

THE APPEAL TO SENSE OF SMELL

Importance of Sense of Smell to the Salesman: You may think that the sense of smell has not much to do with salesmanship, but it has, especially in the sale of perfumes, flowers, some drugs, groceries and food stuffs, high-grade toilet soaps and numerous other articles. Oliver Wendell Holmes says: "Smell is not so important as the other senses, but it is the sense that most powerfully appeals to the memory." For a man's clothing or his breath to reek of some obnoxious odor, whether it is of tobacco or catarrh, or anything else objectionable, is very damaging to his personal influence. (See "Personal Efficiency," page 202.)

SENSE OF TASTE

Use of the Sense of Taste: If you are selling food products, drinks, candies, or anything that is edible, use every opportunity you can to appeal through the sense

of taste. When you have an opportunity to visit a Food Show do not pass it by. Go and study the various methods employed by companies promoting new food stuffs or new drinks. When you are selling an article that enables you to enlist both taste and smell you should be quick to make the double appeal.

SENSE OF TOUCH

Touch: The sense of touch is a very vital one to the expert salesman. You have probably witnessed the delicate sensitiveness possessed by some blind people. Those who can see do not depend so much upon their sense of touch as they do upon their sense of sight; but nevertheless, if your article is such that the prospective purchaser can feel, handle or operate it, by all means induce him to do so at the opportune time. By so doing you are sure to convey a definite message to his brain.

An expert clothing salesman or shoe salesman always asks you to try on the article he is selling. The expert automobile salesman will first give you a ride in his car and then at the proper psychological moment he will suggest that you take the wheel. The specialty salesman will offer you the opportunity to try out his machine sometime during his demonstration.

Selling Through the Senses: Man possesses a total of five senses through which you can register an impression on his brain. If, when you attempt to sell a prospective customer, you approach his brain through all of his senses, you have made a 100% mental approach, have you not? Then if you register an approach through four of his senses you have made an 80% approach; if you register an approach through three of his senses you have made a

60% approach; if you register an approach through two of his senses you have made a 40% approach, and if you register an approach through only one of his senses you have made only a 20% approach.

Illustration of Appeals to Senses: Now, if you are selling fruit, for example, you have the opportunity to appeal to your prospective customer through all his five senses—sight, smell, taste, touch and hearing, a 100% efficient mental approach. If you are selling soap you can appeal through only four senses—sight, smell, touch and hearing, an 80% efficient approach. If you are selling a typewriter, you can appeal through only three senses—sight, touch and hearing, a 60% efficient approach. If you are selling a book you can appeal through only two senses—sight and hearing, a 40% efficient approach. If you are selling an idea, without illustration or model, you can appeal through only one sense—hearing, a 20% efficient approach. Or if you are selling by letter or advertisement you can appeal through only one sense—sight, a 20% efficient approach.

Appeal Through as Many Senses as Possible: Therefore, when you try to convey an idea to the brain through the ear alone, you are only 20% efficient in your avenue of approach—the avenue through which you must impress the brain. That is one of the fundamental reasons why it is much more difficult to sell an idea than it is to sell an edible fruit, and why you should bring to your assistance appeals through as many senses as your proposition will permit.

A Vital Lesson for the Salesman: Your own experience in the field of selling will soon prove to you the import-

ance of appealing to your prospective customer through as many senses at once as possible. It will pay you well to understand thoroughly the various methods of appealing to the brain through the five senses.

SUMMARY TO CHAPTER IX

1. The five royal highways to the intellect are—sight, hearing, smell, taste and touch.

2. Emerson says we get 90% of our education through the eye.

3. A meshwork of nerves leads directly from the eye to the brain; hence an appeal to the eye is much more effective than an appeal to the ear through speech.

4. Learn to please the ear by means of a rich, fine and well-modulated voice and a full, distinct articulation.

5. The sense of smell makes a strong appeal to the memory.

6. The double appeal of taste and smell makes an emphatic appeal to the brain and should be enlisted wherever possible.

7. The psychology of ownership offers a salesman an opportunity to convey a definite message to the brain of his prospect whenever the article is such that the prospective customer can feel, handle or operate it.

8. If you approach the brain through all five senses, you make a 100% mental approach. If you register your approach through only one sense, you have made only a 20% efficient approach. Bring to your assistance appeals through as many senses as your proposition will permit.

9. A salesman selling real estate appealed to four of these senses simultaneously. What were they and how do you suppose he did it?

QUESTIONS AND EXERCISES

1. Name the five senses.
2. Why should a salesman study his customer's eyes?
3. What are some of the things that attract through the ear? Nose?
4. Give some personal experiences, whereby you have bought or sold through the use of one or more of the five senses.
5. Which sense do you consider the most important in appealing to the prospect?

PART II

Salesmanship

CHAPTER X

WHAT IS SALESMANSHIP?

Salesmanship Determines Success: Whenever we have dealings with anyone, whether on matters of business or otherwise, the natural laws of salesmanship are operating, and the ultimate result—whether success or failure—depends upon the quality of salesmanship exercised. The impressions which we convey govern our progress financially and otherwise. To make the right kind of an impression, therefore, is the all important thing. Ex-Secretary Shaw says: "I have won more law-suits by my opening statements than in any other way." Why did he exercise such care in his opening statements? Remember, he sold books and fruit trees for several summers when he was a student. He says he succeeded by first gaining the customer's confidence. All through life he has realized the great value of these fundamental principles which we have emphasized so strongly, and he has used them to great advantage in winning national fame as a lawyer, governor, cabinet officer, orator and financier.

Distinction Between Science and Art of Salesmanship: There is a science of salesmanship and there is an art of salesmanship. They are both vital, essential and distinctly separate from each other. Science, according to Herbert Spencer, is "organized knowledge." Science,

as it relates to salesmanship, means the organizing, correlating and systematizing of the fundamentals of salesmanship which have stood the test of reason and experience. Art consists in doing. As it relates to salesmanship, art is the application, or making use of the scientific principles of salesmanship to gain the largest measure of success, or to make the highest possible percentage of sales.

Salesmanship Analyzed: E. St. Elmo Lewis, formerly advertising manager for the Borroughs Adding Machine Company, once said: "Salesmanship is the ability to persuade people to *want* what they already *need*." When we analyze this sentence we discover that *want* is one thing and that *need* is something entirely different. For instance: I may *want* an aeroplane, a steam yacht or an automobile that will travel a hundred miles an hour, but I don't *need* them. On the other hand, everybody *needs* education but everybody does not *want* education; everybody *needs* religion, but everybody does not *want* religion; every business office *needs* an efficient accounting system, but every business office manager does not *want* an efficient accounting system; every young man *needs* insurance, but every young man does not *want* insurance. Most young men *want* a good time, but what they actually *need* is to spend most of their time preparing to master the problems of life. Salesmanship is the ability to change human *needs* into human *wants*.

What is Salesmanship? Psychologically speaking, salesmanship is evidence that convinces the reason and judgment; persuasion that stirs the feelings to action, and whether verbal or written, the message is given in language that creates vivid concrete pictures in the imagination.

Salesmanship is the power to convince. *Salesmanship is the power, or ability to influence people to buy at a mutual profit, that which we have to sell, but which they may not have thought of buying until we called their attention to it.*

Mutual Profit Idea: This definition brings out an idea which joins honesty and business in an indissoluble union. It relates to the profit idea. Profit means mutual benefit. Success in business is based upon this proposition. The old philosophy which was practiced by many and is still in vogue in some places to-day, had as its cardinal principle: "Do the other fellow and do him first, and do him just as long as he will stand for it." Morally, this is wrong. In practice, it leads not only to failure, but to human degradation. The objective of every business and of every business man is to make a profit. If a business cannot make a profit it no longer justifies itself and must go out of existence.

The Buyer's Interest: When a salesman approaches a prospective buyer he may be considering the buyer's advantage or thinking about his own interests. If he is a dishonest salesman and cares nothing about the man who buys he will sell what he cannot deliver, and make promises that he is unable to fulfill. Salesmanship is the ability to make a mutually profitable exchange of values. The man who sells an article and makes all the profit is not a salesman—he is a robber. On the other hand, if he makes a sale and his customer reaps all the benefit, he is still not a salesman. He is either a philanthropist or a fool, and the chances are he is the latter. Quite often the self-interest of the buyer degenerates into greed. He is no longer interested in a legitimate proposition. He wants something extra, and when a dishonest salesman

promises him several hundred per cent dividend on an investment, his greed asserts itself. He buys only to find later that the salesman's greed had caused him to sell something that he could not deliver. Hundreds of millions of dollars are lost in this way every year. The victims are usually the greedy people who lack judgment and are not satisfied with a reasonable profit. The legitimate salesman knows that he must get repeat orders; that he must build up a prestige; that a satisfied customer is the best advertisement. He is not so much interested in the returns of to-day as he is in the permanent gain of the future.

"He Profits Most Who Serves Best": This idea of mutual benefit goes even deeper. Its tap root is embedded in the very heart of brotherly love. It is in harmony with the highest development of the individual and of humanity. Its outward manifestation is found in man's desire to benefit and help his fellows. It has therefore come to be a truism that the man who gives the best service makes the most profit. In other words: "The man who serves best, profits most." This is as true of the professions as it is of business. The highest appreciation as well as the largest gain belongs to the man who serves the public best.

Another Definition of Salesmanship: The next definition brings out a different idea. It is as follows: *Salesmanship is the ability to manipulate another man's mind so as to persuade him to think as you think, feel as you feel, and act as you would like to have him act.* This definition indicates that the salesman has had a training in logic, psychology, and expression. Otherwise he would not be able to control the thought, feeling and volition of others.

It also recognizes the salesman as the party of the first part, and the individual or group with whom he is dealing as the party of the second part. This is true whether he is a salesman behind the counter, a commercial traveler, a merchant, a lawyer before a jury, the governor of a state or a President of the United States seeking a re-election. In each case the party of the first part is doing the same identical thing. *He is trying to convince and influence people in his own behalf.*

Secret of Success: We now see that the ability to control others is the secret of success, and that every person is a salesman. Each individual is selling either services, ideas or products. The principles of salesmanship are operative in every instance, wherever one individual deals with another. *Salesmanship is the ability to present the merits of your proposition and to do it effectively* Salesmanship does not consist of *putting something over* as so many people think. This is suggestive of dishonesty. A true salesman describes and demonstrates the merits of the article he is offering for sale. He tells the truth about it effectively, and shows the prospect why it is to his advantage to buy.

A Battle of Organized Knowledge: The next definition broadens our vision still more. It is this: *Salesmanship is a battle of organized knowledge against unorganized knowledge, or ignorance.* Let us illustrate: The author was very much interested at one time in a painting, "The Horse Fair," by Rosa Bonheur in the Vanderbilt Art Gallery, New York City. Those beautiful horses were just as clear in the mind of the artist as they are to the human eye now. And why? Her art was organized in her own thought. She saw vividly and all she had to do

was to transfer what she saw to the canvas. The doing of that is what we call Art. The salesman must have his own knowledge as thoroughly organized as that of the artist. He must then be equally as competent to convey the picture from his mind to the mind of his prospect.

A Broader Definition: The last definition is more complete and more scientific. It includes both the man side and the material side of the subject. It shows that man must develop his positive qualities in order to be able to lead and to influence others to a maximum degree. The definition is as follows: *Salesmanship is a power resulting from the unfolding and growth of certain positive qualities and faculties. It enables its possessor to influence and convince a large per cent of those whom he solicits to buy, at a mutual profit, that which he has to sell, but which they may not have thought of buying until he called their attention to it.*

This definition includes so much that it will take several chapters to make its meaning clear. The capacity set forth is not merely a product of latent ability in the salesman; it is also the outgrowth of a wide outlook on business as well as an exact knowledge of the particular article offered for sale. The direct result of this development of brain forces is character and understanding; a real, positive, aggressive, magnetic, dynamic and compelling personality, with an unusual insight into human nature.

Character the Cornerstone: The finest mind in all the world is a mockery if it is not builded on the solid rock of enduring character. Of what value is a brilliant intellect, if it is misdirected? When young men learn that

trickery, crooked dealing and graft are in every case suicidal, and that true and lasting success never has been and never will be builded on anything less than absolute, old-fashioned honesty, they have taken the first step toward a successful and self-satisfying career.

Salesmanship Covers a Vast Field: Salesmanship not only covers the work done by the man behind the counter, the one who goes from door to door, from office to office or from city to city, but it enters into all the activities of the selling end of business. It does more than that. Its roots permeate every department of the factory, and go away back and are deeply embedded in the subsoil of the producer.

Advertising and Business Letter Writing: Advertising is a form of salesmanship. The principles which hold good in one are also fundamental in the other. Many salesmen who understand how to arouse interest during a personal interview forget the art of persuasion when they write sales letters. The man who has mastered the science and art of selling by personal contact, by letter writing and by advertising wields a power that few possess, but which may be acquired.

The Salesman an Expert Adviser: The merchant and the salesman of the future will understand every process through which material or merchandise must pass on its way from the producer to the consumer. When he is selling a suit of clothes, he will know what material is used in making the garments. He will give the customer expert information and advice. He will present convincing reasons *why*. His aim will be to satisfy the buyer, so that when the goods are worn out his patron will return for another suit.

Knowledge Begets Enthusiasm: No salesman can become enthusiastic over selling anything unless he thoroughly understands his proposition and believes in it. Other things being equal, the salesman who knows and is zealous is the one who gets results. This point was brought up in a salesmanship class in San Francisco by a department head in a large store, who was one of the students. He wanted to know what good it would do for a saleswoman handling lace to know where and how the lace was manufactured. He said she might have three different kinds of lace before her when the customer came in. The prospective purchaser did not understand the difference between lace produced in Zion City, in England, or in any other part of the world and neither did the saleswoman, and he could not see why the latter needed to know. The answer to that question is very simple. The salesperson should act as an expert adviser. How can such service be rendered if he or she is uninformed? Furthermore, how can the salesperson have any real interest in the article, or any enthusiasm in making the sale, if he does not know? This same principle holds good no matter what you are selling. It is fundamental. Apply this test to the work you are doing and see how nicely it fits.

Salesmanship Touches All Fields: In studying this subject we must invade nearly all fields of learning, business and industry. We must make a scientific study of man, of selling and of merchandise and its distribution. Salesmanship is not only broad and deep, but very interesting. In the effort to understand it we are obliged to call to our aid the principles of logic, psychology, philosophy, ethics, and economics.

Salesmen Are Civilization Builders: During the last half of the past century, thirty-eight out of the fifty greatest inventions in history were made in the United States. The cash register, the adding machine, the typewriter, the sewing machine, the reaper, and other modern labor-saving devices had to be distributed on a world scale, and they are still sold on that basis. Salesmen change people's minds. They lift mankind from a lower to a higher plane of living. They are the advance agents of new ideas and master builders of a better civilization.

Traveling Salesman is an Educator: The traveling salesman must not only know his goods and how to sell them, his customers and how to convince them, but he is also an educator. He teaches the merchant the best methods for selling goods. In that way he helps the retailer and they thereby enjoy a mutual profit. The commercial traveler who does this will have little trouble in holding his trade. Who wants to quit dealing with a salesman who dispenses business-getting ideas free of charge?

Best Salesman is a Constant Student: The greatest salesmen are those who are learning all the time and who are continually digging for better ideas and stronger argument. The cry of the hour is for a broader knowledge, more thoroughness and a real desire to serve.

Study to Improve Your English: A salesman should continually study to improve his method of expression. Get the "Dictionary habit." Make lists of new words that you hear in conversation, or come across in reading, and learn all you can about them. Any standard dictionary will give you the derivation, definition, spelling and the synonyms and antonyms. Poverty of language

is revealed by reiteration of the same words. A persistent and painstaking search for synonyms will impart fluency, richness and power to your speech. The secret of language is hidden in words, which have been aptly described by an authority as "cups for holding ideas." A fine discrimination in their use is the hall mark of culture. For instance, a highly educated native of India, who was attending a convention in Boston was the first to arrive at an important committee meeting. "You believe in being *prompt*, don't you?" was the admiring comment of an American, who came in later. "Yes," responded the Indian with careful enunciation, "I regard *punctuality* as a great virtue." Which one used the correct term?

Analysis Necessary: No salesman can become a good talker until he learns to be a clear and logical thinker. He must understand his goods, have his knowledge analyzed and know how to present it simply, clearly and convincingly. With this as a basis he can become a great salesman, and salesmanship is the finest training school in the world. Possibly more men are advanced from selling positions than from all others combined. The trained salesman understands human nature and therefore knows how to handle men, which is the supreme qualification of an executive.

Salesmanship Leads to Success: Irving T. Bush, president of the Bush Terminal Company, New York City, says: "Not only is a salesman's job better paid in actual salary return for the effort expended, but it is more stimulating mentally. The salesman has the advantage of carving out his own future and of getting the reward for his efforts."

My Idea of a Real Salesman: "My idea of a real salesman," says George W. Hopkins, former president of the New York Advertising Club, "is: First, he must have an absolute love for human kind. Second, he must love his job and love it to the extent that when he kicks his foot out of bed in the morning he can say: 'Thank goodness, I am in this town; thank goodness, I represent this company; thank goodness, it is time to get up; thank goodness, my grip is loaded with samples; and thank goodness, I have got so many customers to sell.' "

Charles M. Schwab Says: "The super-salesman will not only study the immediate needs of his customers, but he will provide against those needs even before the customers realize that they exist."

Qualities That Win: Remember that a neat appearance, impressive manner, aggressiveness, enthusiasm, earnestness, good English and diligence will work wonders. Cheerfulness, courtesy and tact are the lubricators of human relations, and controlling factors in business.

Make Use of Every Minute: Jealously guard every minute in the day. You would have a man arrested for deliberately stealing your money, but how often do you permit your friends to pilfer your time? And how many golden hours do you wantonly throw away in profitless amusement?

Study and Practice Will Bring Success: The only way you will ever make a great success as a salesman is to assiduously study the science and art of salesmanship, and practice what you have learned at the first opportunity. Thousands of salesmen cannot generate first-class, business-getting ideas, but they know how profitably

to use those which have been developed by others. One aim of this book is to furnish you with selling arguments, but another and larger purpose is to teach you how to originate, expand and apply first-class, business-getting methods of your own.

SUMMARY TO CHAPTER X

1. An inclusive definition of salesmanship involves the idea of (1) mutual profit, benefit, and service; (2) ability to influence, based upon scientific knowledge, fidelity to truth, effectiveness in presentation; (3) character that is positive, aggressive, and magnetic, and results in beneficent power over men.

2. The salesman, to be successful, must have a strong, healthy body full of vigor and nervous energy; a clear, logical mind capable of accurate reasoning; and a strong, emotional nature that can feel and inspire enthusiasm.

3. The good salesman must know his goods, their origin, structure, composition, and usage; he must know his customer, his nature and needs, that he may serve him as expert adviser for mutual profit.

4. The customer's interest or benefit must be kept foremost in every process of the sale.

5. The selling talk must be carefully prepared in accordance with the principles of salesmanship; the line of argument must be kept clearly in mind; and the presentation must be made in a clear, logical, and convincing manner. The appeal must be made to the heart as well as to the head.

6. Well developed reason, imagination, judgment, and will are essential to the largest success.

7. The traveling salesman must be a traveling educator, instructing his customers in the character and use of his goods, and in the best methods of selling them. Thus the sales to merchant, salesman, and house will be increased and competition forestalled.

8. The greatest salesman is one who is thirsting after a broader knowledge and more thoroughness, who seeks to improve his method of expression, his vocabulary, his command of good English, who cultivates tact, courtesy, and cheerfulness, good appearance, right character, and strong personality.

QUESTIONS AND EXERCISES

1. Distinguish between the science and art of salesmanship.
2. What is the difference between want and need as applied to selling?
3. Define salesmanship.
4. What is meant by mutual profit?
5. Give some factors entering into the field of salesmanship.
6. In what way should a salesman be an educator?
7. What qualities do you consider essential for a successful salesman?

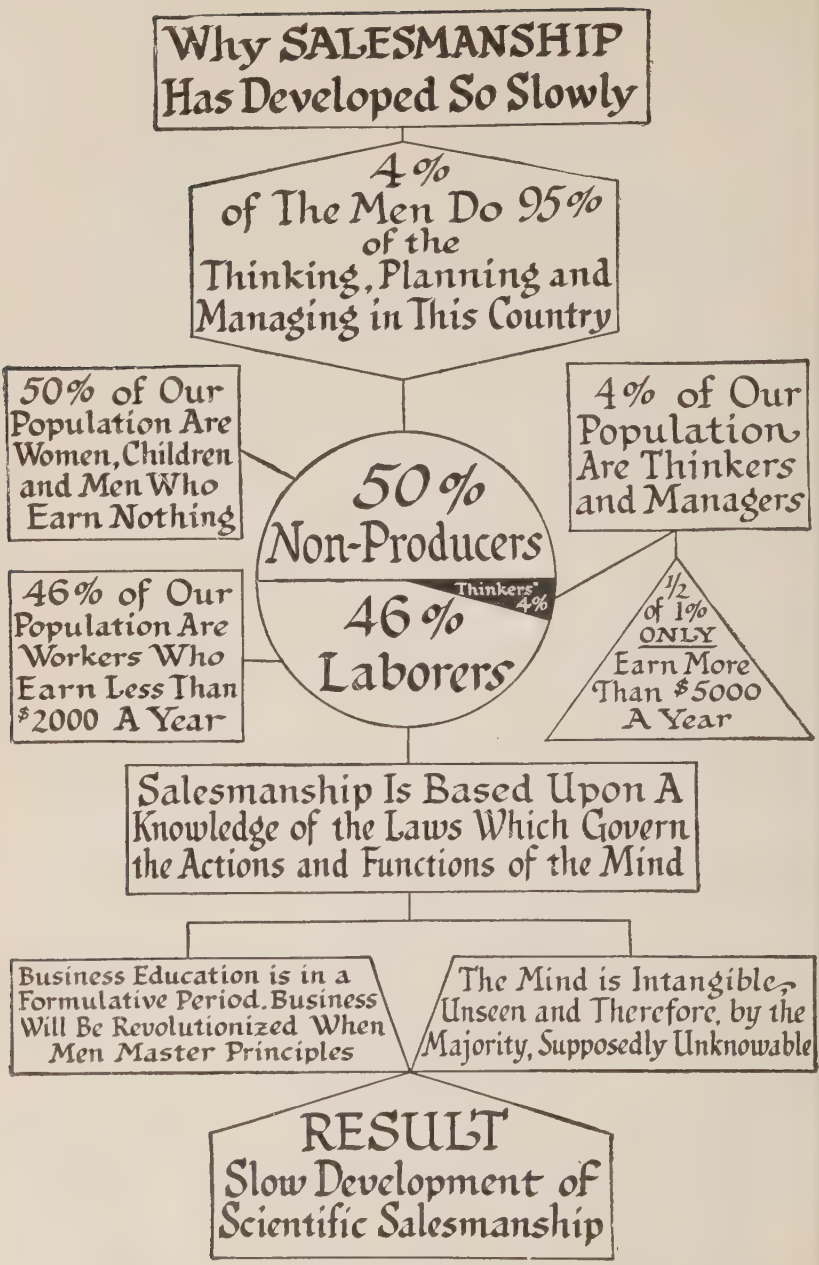

Why SALESMANSHIP Has Developed So Slowly
4% of The Men Do 95% of the Thinking, Planning and Managing in This Country
50% of Our Population Are Women, Children and Men Who Earn Nothing
50% Non-Producers
46% Laborers
Thinkers' 4%
46% of Our Population Are Workers Who Earn Less Than $2000 A Year
4% of Our Population Are Thinkers and Managers
1/2 of 1% ONLY Earn More Than $5000 A Year
Salesmanship Is Based Upon A Knowledge of the Laws Which Govern the Actions and Functions of the Mind
Business Education is in a Formulative Period. Business Will Be Revolutionized When Men Master Principles
The Mind is Intangible, Unseen and Therefore, by the Majority, Supposedly Unknowable
RESULT
Slow Development of Scientific Salesmanship

CHART XI. WHY SALESMANSHIP HAS DEVELOPED SO SLOWLY

CHAPTER XI

WHY SALESMANSHIP HAS DEVELOPED SO SLOWLY

Few Thinkers: Roger Babson says that four per cent of the men of the United States do ninety-five per cent of the thinking, planning and managing for the country.

Educational Problem: The business educational problem of the country is to raise this four per cent to twenty or thirty per cent. But this will never be done until we learn what is wrong. In other words, we must learn why only four per cent are doing the thinking, planning and managing. After learning what is wrong we can then work out a remedy.

Little Business Education: We are safe in saying that in round numbers ninety-nine per cent of the grown-up men of this country left school without any knowledge of salesmanship and little knowledge of business, as far as business education is concerned. We are quite safe in saying that ninety-seven per cent or ninety-eight per cent of the mature men of this country left school with practically no business education whatsoever; ninety-six per cent left school without even graduating from high school, and the high school of a few years ago had no commercial department.

Little Preparation For Leadership: Of course, the private commercial schools of the country have done some

splendid commercial educational work, but until recent years it has been devoted entirely to preparing young men and women to be bookkeepers, stenographers, and business clerks. That work alone did very little to equip these young people for positions of business leadership and management.

Growth of Business Education: The teaching of salesmanship has now become almost universal in the best private commercial schools of America. On the other hand, the high schools have not had even a commercial course until within recent years. Now there are four-year high school courses devoted entirely to business training, junior colleges carrying two years more of business instruction, and universities giving four years more of higher business education, in order efficiently to prepare young men and women to solve the problems of business.

Fundamental Principles: Business education is only in its infancy as yet. A few prominent executives know a great deal about production, manufacturing, managing, accounting, finance, distribution, salesmanship, advertising and letter writing. But a very limited number of young business men understand the fundamental principles of business organization and management and they did not, as a rule, gain this knowledge during their school days. They obtained it after they left their regular school work, either through correspondence courses or in special night school classes. Only a few people have really made a study of the fundamental principles of business.

Importance of Fundamental Principles: Men who have mastered the fundamental principles of any profession or phase of life have established precedents and marked

themselves as authorities in their particular field. Blackstone mastered the principles of law and made legal precedents that will last possibly for all time; Thomas Jefferson mastered the principles of democracy and is recognized as the world's greatest democrat; Abraham Lincoln mastered the principles of human liberty and made precedents that have been followed all over the world; Marshall Field mastered the principles of retail merchandising and that mastery has had an influence on the sale of goods in every store in America and many other countries. Unfortunately, business heretofore has been conducted on a basis of too much guess work and too little actual knowledge of the basic principles governing business.

America a Commercial Nation: Salesmanship is a part of business and it is necessary to discuss some of the elements of business, as well as salesmanship fundamentals, and show how they are related and coördinated. Inasmuch as America is a great commercial nation, business education should flourish, but such training in reality is decades behind engineering education. We have had engineering schools in this country for nearly a century. Before that time if a young man wanted to become an engineer he learned by experience, just as men have for ages been learning business. If a man is obliged to rely on experience exclusively he will not progress very rapidly.

Engineering Development: Prior to the engineering school there was practically no construction development at all. There were no skyscrapers, no suspension bridges, no great railroads and no ocean liners. In fact, steam had only been harnessed a little while. Up to one hundred and fifty years ago there had been very little mechanical or industrial development. Progress in the evolution of

machinery had been very slow. Manufacturing tools and agricultural implements were of the most limited kind just before this nation was founded.

Beginning of Mechanical Inventions: Beginning in 1764 there soon followed a number of remarkable mechanical inventions. In this year James Hargraves, a weaver, invented the "Spinning Jenny;" in 1769 Richard Arkwright, a barber, learned to operate his "Water Frame," a spinning machine driven by water power. In 1770, Samuel Crompton, a weaver, successfully combined the Hargraves and Arkwright ideas into a new power-driven machine called the "Spinning Mule." In 1782 a double-action steam engine designed for the purpose of propelling machinery was patented by James Watt, an engineer. In 1785 the "Power Loom" was invented by Edmond Arkwright. In 1785 Watt's engine was used to drive a textile mill. In 1786 Henry Cord, an iron manufacturer, invented a process known as puddling. This was a process of converting pig iron into malleable iron. He later developed the "Rolling Mill." In 1793 the "Cotton Gin" was invented by Eli Whitney, a school teacher. In 1807 Robert Fulton, an engineer, successfully operated the first steamboat, the "Clermont," on the Hudson River. In 1814, Robert Stephenson, an engineer, invented the railroad locomotive. These inventions had a tendency to revolutionize manufacturing, but little was done until men began a scientific study of mechanics. Since that time all the great machinery of the world has been produced.

Organized Knowledge: A young man can learn more about electrical engineering at present in three years than all the electrical experts in the country knew

twenty years ago. Let us say that a thousand electrical engineers experimented on the subject for twenty years each. That would amount to 20,000 man years, or 20,000 years work for one man. That knowledge has been so organized, analyzed and condensed that a student can now master the results of all that work in a three or four years' college course. This is an enormous saving of time.

Business Will be Revolutionized: But what is true of engineering education is not yet true of business training. We are largely in the formative stage of business at the present time. When a group of men start to build a railroad track they do not guess; they do not hire a large body of men, give them picks and shovels and then simply tell them to dig a tunnel through the mountain. No, they use scientific methods—dynamite and steam shovels. From the time man first walked the earth he wanted to fly, but he was never able to do so until the Wright Brothers discovered the basic principles of flying. Now any first-class mechanic anywhere in the world can make a flying machine. When men master the principles of business and salesmanship, business will be revolutionized just as engineering has been revolutionized. When that time comes the trained man in business will do his work efficiently and he will know why he does a thing, as well as how to do it, and he will be able to reason from cause to effect. He will know in advance what results to expect from his efforts. At the present time physical science is years ahead of mental science, which includes the science of business.

Mechanical Efficiency: By the knowledge and use of physics and chemistry mineral ore is made to give up the

last grain of value contained in it. As a result of man's knowledge of these sciences, every particle of the steer and hog is utilized in the modern packing house. Machines have been invented that have doubled and quadrupled production with less human effort. Cash registers and adding machines have been devised which have revolutionized business systems. But during all this time the personal, selling and managerial efficiency of the individual worker has not been greatly increased. Go into any first-class store to-day and you will find an up-to-date cash register standing on the front counter. The tools alone to make this machine cost approximately $600,000. Here is a machine which has cost a million dollars to invent and perfect. See what it does! It gives the merchant a record of total cash sales, credit sales, money received on account, and money paid out for the day. It even itemizes each transaction for the day and tells who was responsible for it. It has been called "A human brain in a steel box."

Steel rails are worth, in normal times, about $30 a ton. This same metal properly refined is worth about $6,000,000.00 a ton, when made into watch springs. The average man apparently does not realize that he too can increase his value similarly by proper processes of training, but it can be done. A man can either remain in the cheap steel rail class and be good only for things to travel on, or he can get into the watch spring class and run the whole works!

Knowledge of Laws of Mind: There are reasons why salesmanship is so far behind the mechanical world in development. Salesmanship rests upon a knowledge of the laws of the mind. Mechanical development is based

upon an understanding of the principles of mechanics. "Mechanics is the science of the actions and functions of machinery." "Psychology is the science of the actions and functions of the mind." Machinery is tangible—something which for generations men have been able to see, feel and handle. The mind is intangible, unseen, unknown, and therefore, by the majority, supposedly unknowable; consequently, the slow advance in the development of scientific salesmanship.

SUMMARY TO CHAPTER XI

1. About 98% of the men of the country left school with no business training. 96% never graduated from high school.

2. Only a few people have made a study of the fundamental principles of business.

3. Men who have mastered the fundamental principles of any profession or phase of life have established precedents and marked themselves as authorities in their particular field.

4. When men master the principles of business and salesmanship, business will be revolutionized just as engineering has been revolutionized.

5. There are reasons why salesmanship is so far behind the mechanical world in development. The mind is intangible, unseen, unknown, therefore, by the majority, supposedly unknowable; consequently, the slow advance in the development of scientific salesmanship.

QUESTIONS AND EXERCISES

1. Quote Roger Babson's statement on those who are doing the thinking.

2. What per cent of men have been found trained for business?
3. What are the fundamentals of a business training?
4. What has made America a great Commercial Nation?
5. What do you mean by organized knowledge?
6. Contrast mechanical and physical efficiency.

THE MENTAL LAW OF SALE

CHAPTER XII

THE MENTAL LAW OF SALE

Twenty-five years ago a large majority of the sales executives of the country said "salesmen are born and not made." That was due to two facts: first, because they had received no salesmanship instruction themselves, and second, because they had never analyzed their own selling proposition. To-day, competition makes untrained salesmen an economic impossibility. They cost too much and serve too little. They do not build business; they kill it.

To-day, the sales executive says salesmen must be trained no matter what kind of natural talent they have, because salesmanship consists in rendering a distinctive kind of service to the public, and that service must be rendered economically, intelligently, and courteously. This requires a great deal of technical knowledge.

We would think the president of an automobile company was insane if he called in an ordinary working man and said: "George, I want you to go to the factory. There you will find any amount of material and out of that I want you to build me a first-class car." We know that before a first-class automobile can be built, it first must be designed by highly competent engineers. It must be built by highly trained mechanics; then it must be assembled by competent working men. After

all this is done, water and gas added, the automobile can be run by a trained chauffeur.

Twenty-five years ago, a salesmanager was saying to an untrained man who had never received an hour's instruction in the subject of salesmanship: "George, here's the raw material; out of it I expect you to design and manufacture a first-class selling talk. I also expect you to assemble it, then take it out and use it successfully." At that time the needs of the customer were not studied. The aim was to get an order regardless of the needs of the customer for the product. Now service to the customer comes first. Sales managers of that time were expecting the impossible. It is almost as impossible for a man without any salesmanship instruction to design, manufacture and successfully use a selling talk on a high grade technical proposition, as it is for an untrained man to design, manufacture and assemble a first-class automobile.

We have learned in recent years that a selling talk is as scientific as an automobile. We have also learned that it requires as much art to build a high-class selling talk as it does to write a first-class book. It takes an engineer several years to master the principles of mechanical engineering. It takes a salesman several years to master the principles of psychological engineering. Nobody but a mechanical genius could be expected to manufacture an automobile without training in engineering, and nobody but a selling genius should be expected to sell a difficult product and give the service that is necessary, without training in psychological engineering. The salesmen who have suceeded in the past without instruction have largely been men who were mere order-takers, and who were successful because their competitors were not any

more competent than they were. The difficult business conditions under which we are now laboring have made guess work synonymous with failure. The principles of scientific engineering are now being applied to all departments of business. Salesmen as well as others are obliged to work with scientific accuracy. There are fundamental laws of psychological engineering just as there are of mechanical engineering. The following are some of these laws:

First, you cannot antagonize and influence at the same time.

Second, what an individual does not understand, his tendency is to oppose.

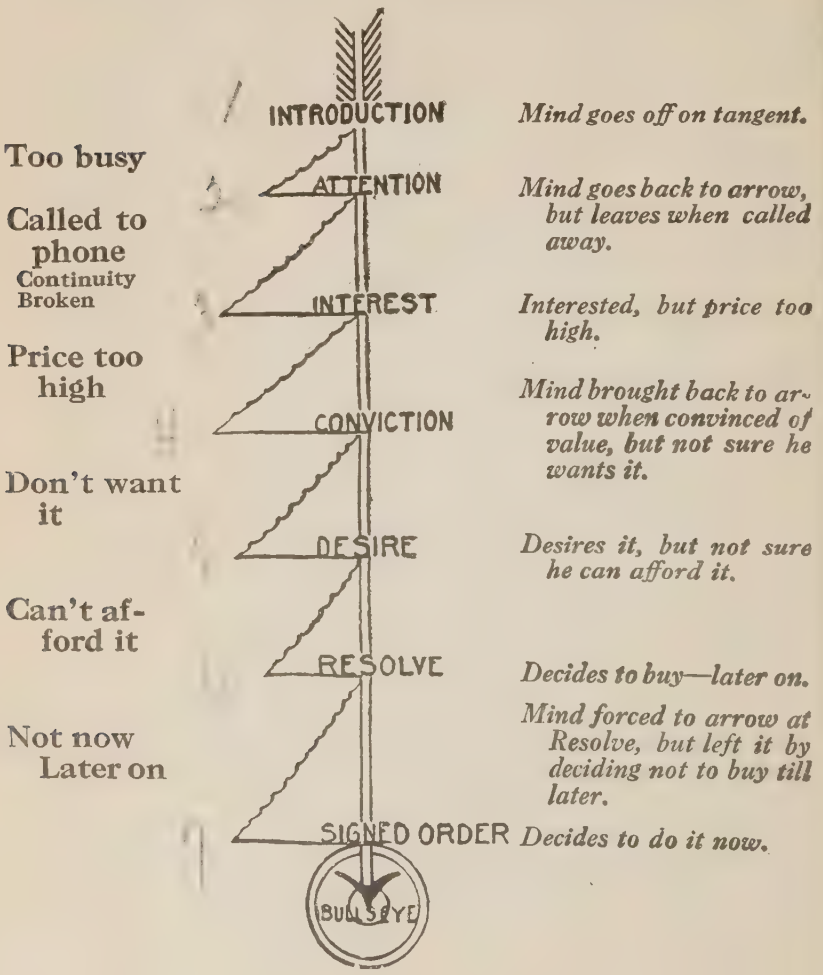
Third, the Law of Self-Interest. This is one of the most fundamental laws of human nature from the standpoint of Salesmanship.

The seven mental steps indicated below are the psychological engineering processes by which you can tunnel through the thickest skull and into the head and heart of the prospect:

1. First, he must be met personally, and thus the introduction is the first step.
2. Second, his attention must be attracted favorably toward the article offered for sale. To do this the salesman is required to quickly create a pleasurable sensation in the prospective customer's mind. The reason many salesmen do not get a hearing is because they fail to make a good impression at the outset.
3. Third, the interest of the prospect must be aroused.
4. Fourth, the salesman must convince the prospect that it is to his advantage to buy.
5. Fifth, the salesman must create a desire for his proposition.

THE MENTAL LAW OF SALE CHART

The crooked lines on the left indicate where prospective buyer's mind left the arrow as a result of objections. The straight lines back to arrow indicates power of salesman.


INTRODUCTION
Mind goes off on tangent.
Too busy
ATTENTION
Mind goes back to arrow, but leaves when called away.
Called to phone
Continuity Broken
INTEREST
Interested, but price too high.
Price too high
CONVICTION
Mind brought back to arrow when convinced of value, but not sure he wants it.
Don't want it
DESIRE
Desires it, but not sure he can afford it.
Can't afford it
RESOLVE
Decides to buy—later on.
Mind forced to arrow at Resolve, but left it by deciding not to buy till later.
Not now Later on
SIGNED ORDER
Decides to do it now.
BULL'S EYE

Sixth, he must make his prospective customer resolve to get it.

Seventh, and most important, he must know how to close the order.

Many salesmen succeed in doing six-sevenths of the work very well, but fail to consummate the sale.

Each Mental Step Distinct and Very Important: Each one of these processes is separate and distinct. The man who does not understand them or does not know just how to carry his customer along is simply working at random. Remember that to fall short at one point is fatal. You may *almost* produce an absolute conviction as to the value of your product, and yet one little deficiency will cost you the sale. All these processes are no stronger than the weakest one. The salesman should acquire the art of starting another man's mind in motion and gradually increasing its momentum by the use of stimulating ideas, illustrations and inspirational touches, until the prospect reaches a climax of enthusiasm, and the sale is completed. The untrained salesman's methods are as crude and ineffective as are attempts of an unskilled mechanic to operate without technical training.

All the Steps Are Covered Quickly: The steps in the mental law of sale are so closely connected with each other that the mind goes through them sometimes with almost electrical rapidity, but it consciously or unconsciously takes each one just the same. For instance: After a grocery clerk had sold a customer a bill of goods he called his attention to a display of beautiful, ripe peaches. He interested the man by taking a luscious peach out of the basket and holding it up for closer inspection. It was sun-kissed on one side and an autumn

brown on the other. The prospect was convinced that it was good for him and desire was kindled. At that instant the salesman said, "Take a bite." One bite was enough to arouse the customer's appetite and cause him to buy. He asked the price of the basket, paid his money and took the peaches. You can easily trace every process in the Mental Law of Sale in this simple every-day transaction.

The Problem of Mental Law of Sale: You will find the Mental Law of Sale chart on page 174. This chart is simply a vivid picture of how the mind acts. The aim of this analysis is to start the mind of the prospect in motion toward the signed order and to get it there with the least amount of time and effort. The problem of the mental law of sale is to find the best, easiest and quickest method of carrying the mind from the introduction to the close. How to accomplish that most efficiently is the biggest problem in salesmanship.

Easier to Make Than to Sell: In discussing this subject Hugh Chalmers says: "I have been in the manufacturing business nearly all my life and I have found that it is much easier to make things than it is to sell them. It took me some time to figure that out. It finally dawned upon me that the difference is caused through the fact that in one case you deal mostly with machinery and metal while in the other you deal entirely with the mind. Machinery is a fixed quantity. You know exactly what it will do under given conditions. It is very often automatic and requires little attention from anyone. It is nearly always the same. It never changes its mind. It is seldom influenced by outside conditions. When you get on the other side and try to deal with humanity, you face very different problems. Humanity

thinks. It has feelings. It has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and the conditions surrounding it."

A Sale is Made in the Mind: Mr. Chalmers also says: "A sale does not take place in a man's pocket, or in his pocket-book, or his check-book, but it first takes place in his mind. In order to make a sale you must convince a man's mind. When you approach him he feels that he does not want your goods. You feel that he should have them and would buy them if he knew as much about them as you do. In order to sell him you must change his mind and bring it around to agree with yours. When we once put salesmanship on this broad plane of convincing the other man's mind, it doesn't make any difference whether we are trying to sell a house and lot or a paper of pins."

Result of 25 Years' Experience and Teaching: The Mental Law of Sale chart is a picture of how the mind actually works during the process of a sale. This analysis is the result of twenty-five years' experience in selling, managing salesmen and teaching salesmanship. Several of the steps overlap slightly but all of them must be considered in order to make this law as clear as crystal to every salesman who studies it. Each process will be illustrated and discussed in detail in the following chapters.

Reserve Selling Talk: Get the order as quickly as you can and with as little talk as possible. Do not go into details at first. Sketch the outline of your proposition, simply giving the main points. If you fail to obtain an order as a result of this preliminary presentation then call on your reserve, which should be almost unlimited. Be crisp and right to the point. You will soon discover

objections that will guide you in further discussion of your proposition. There are several good reasons for making your first talk brief.

First, what is the use of wearing yourself out giving a long demonstration if it is not necessary?

Second, you cannot interest a boy for an hour by showing him an elephant's head when the rest of the body is covered. He will want to see the whole elephant.

Third, give a bird's-eye view of your entire subject first, or your hearer will become weary and lose interest.

Fourth, going into details as you proceed gets tiresome; there is not a mental conception of the whole, and a part will not grip the mind.

Fifth, when you present a bird's-eye view you will find out the attitude of your prospect. This gives you an insight into his desires and enables you to develop the line of argument you believe will be most effective.

Ten Ways to Convey Ideas: Mr. John H. Patterson, the late president of the National Cash Register Company, says: "If I were to reduce my principle of conveying an idea to a creed it would run something in this fashion:

1. The nerves from the eye to the brain are many times larger than those from the ears to the brain. Therefore, when possible to use a picture instead of words, use one and make words mere connectives for the pictures

2. Confine the attention to the exact subject by drawing outlines and putting in the divisions; then we make certain that we are talking about the same thing.

3. Aim for dramatic effects either in speaking or writing —study them out beforehand. This holds the attention.

4. Red is the best color to attract and hold attention, therefore use plenty of it.

5. Few words—short sentences—small words—big ideas.

6. Tell why as well as how.

7. Do not be afraid of big type and do not put too much on a page.

8. Do not crowd ideas in speaking or writing. No advertisement is big enough for two ideas.

9. Before you try to convince anyone else, make sure that you are convinced, and if you cannot convince yourself, drop the subject. Do not try to *put over anything*.

10. Tell the truth."

The Salesman's Success: A salesman's success depends upon his ability to judge his customer quickly and accurately, then dominate the customer's mind in respect to the goods he would influence that customer to buy. If the salesman does not control he becomes a failure. It is the psychologist, the scientist of the mind, if you please, who can teach us principles which we, in turn, may adapt to selling. We cannot afford to omit any study that will increase our efficiency.

Mental Law of Sale Has a Wide Application in Life: An understanding of the mental law of sale will enable you to influence people in business, religion, politics and diplomacy. The world's leaders are not necessarily the great scholars, not the men of commanding intellect, but rather the men who understand human nature—who know how to interpret it and how to influence mankind. Hugh Chalmers says: "Next to the importance of what you say, is the way in which you say it. It is so in talking. It is so in advertising. It is so in salesmanship."

Importance of Definite Object: Remember the arrow in the Mental Law of Sale chart. You must have a definite

object in view when you attempt to make a sale. Get it fixed in your mind and then work with all your might to achieve it. If you do not know where you are going you will not get anywhere. It will be like shooting with your eyes shut. This principle is equally applicable to advertising, salesmanship, public speaking and writing a book because it is in harmony with the mental law of sale.

Committing a Selling Talk to Memory: One great value of committing a selling talk to memory is that such an argument is generally the result of a wide range of experience. It contains the strongest reasons that can be presented upon the subject. It is logical and is governed by an intimate understanding of human nature. A salesman who memorizes will thereby acquire skill in meeting objections. He will know just what to say as the situation develops. He will talk convincingly because he has learned to think clearly.

You should not present your strongest arguments at the outset, as that might excite suspicion. Work up to a climax. Use the woodsman's method. Insert the thin end of the wedge of logic, then drive it home.

Importance of Mental Law of Sale: Once the principles of the mental law of sale are thoroughly mastered they are available not only for salesmanship but for advertising, letter writing and public speaking. A creative letter writer who has business building ideas, earns as high as $25,000 a year.

Knowledge of Principles Makes Results Certain: Every successful salesman, whether he does it knowingly or otherwise, uses some of the scientific principles of salesmanship. But if he employs them at random the

results will not always be satisfactory. A clear understanding of the best methods of applying this knowledge greatly increases effectiveness and earning capacity in any business or profession.

Principles Must be Mastered: Experts have studied the action of the mind for centuries and they have worked out what is called "psychology," which defines and describes the laws that control human nature. Every salesman should make a study of psychology because it has a very practical bearing on his business success. He may disregard this science in part and still do fairly well, but if he ignores it entirely he will fail; and the worst of it is he will not know why he failed.

SUMMARY TO CHAPTER XII

1. Twenty-five years ago most sales executives said —"Salesmen are born and not made." To-day sales executives realize that salesmen must be technically trained regardless of natural talent.

2. A selling talk is as scientific as an automobile. It requires as high art to produce it as it does to write a good book.

3. Fundamental laws of psychological engineering are:

First, you cannot antagonize and influence at the same time.

Second, what an individual does not understand his tendency is to oppose.

Third, the law of self-interest.

4. The mental law of sale is as follows: introduction, attention, interest, conviction, desire, resolve, signed order.

5. A sale takes place in the mind, not in the order book or pocket book.

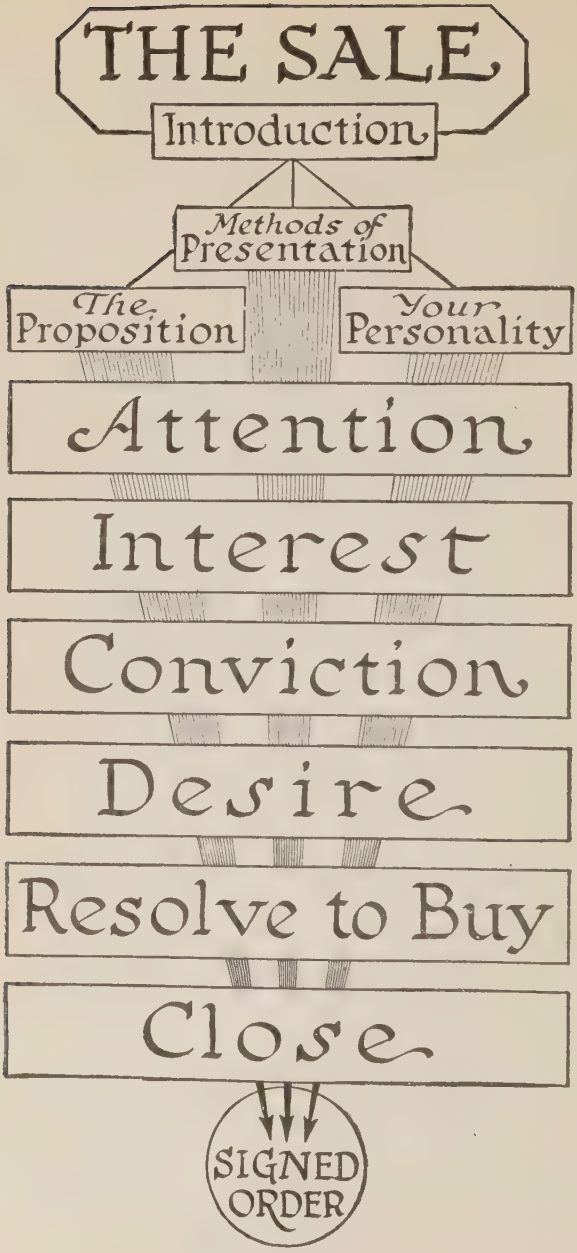


CHART XII. THE SALE

CHAPTER XIII

PRE-APPROACH

A salesman has only one legitimate function, and that is to serve the public, economically, efficiently, intelligently, and courteously.

The real function of an inventor is to discover the public need—then invent the machinery or the service that is essential to satisfy this need. The business of a salesman is to transform this need into a want, a real desire. Every legitimate business and sales organization is working in accordance with this idea.

The first question a salesman should ask about any product is: "Does the public need it? Is it of real value?" After being satisfied with the value of the product and the need for it, he must learn how to change that need into a want. This he can do through the proper knowledge of salesmanship. If every salesman were to make this careful inquiry, illegitimate propositions like valueless stock would soon be driven from the market. Yet because of this lack of salesmanship analysis and knowledge, worthless stock to the amount of millions of dollars is sold annually.

But the fact that a proposition is greatly needed and will render a most valuable service, is not evidence in itself that it will sell readily to the people who need it, and who could use it to very great advantage. Right

here is where the salesman must have a very clear conception of the service to be rendered and he must be highly skilled from the standpoint of salesmanship to be able to show its value and change a need into a want.

The typewriter was needed for thousands of years, but it was not wanted by the public because its need was not properly realized. The same thing is true of the adding machine, cash register, automobile, telephone, telegraph, electric light, and many other things that have made modern civilization possible.

The salesman should clearly understand in his preapproach that what the prospect is vitally interested in is not the article itself, but the service it will render. That does not mean that the salesman should not know his machine, if he is selling one. It does mean that he should place the main emphasis on the work it does. The machine is the cause and what it does is the result. While the people are interested in causes, they are infinitely more interested in results, and results that will benefit them in some definite way.

The following illustrations should make clear how the public may be interested in the service a product will render them. When we buy a bedstead, springs, and mattress, what do we think about? Suppose we put the question in another way. When we go to bed at night, very tired, what do we think about? We think about a comfortable, restful night's sleep. We do not stop then to analyze the bed. We know though that to enjoy such a sleep the bed must have the right kind of steel springs, and the mattress should be properly made of satisfactory material. When we wake up in the morning, our artistic sense would be shocked if we discovered that the bedstead was made of rough pine boards or planks.

So our beds are beautifully made of brass, mahogany, walnut, or oak.

Household efficiency engineers have discovered that cleaning requires forty-two per cent of the work done in taking care of a home. Manufacturers of sanitary brushes have made a careful study of this subject and have invented and perfected brushes that not only cut down the work of keeping a home clean, but they increase its sanitation. Some brushes are chemically treated so that they absorb dirt rather than scatter it. The brush salesman's pre-approach is based solely upon his knowledge of household sanitation and cleanliness. Without this knowledge he would be a mere brush peddler, trying to dispose of brushes without particular regard for their usefulness.

Before entering upon his work as National Cash Register salesman, the author was obliged to make a careful study of store systems. Before attempting to sell a register he always went into a store and made a general survey, very often making a purchase before making himself known. Then, when the merchant's acquaintance was made he was informed that the value of the service that might be rendered him would depend upon certain information concerning his business. He was assured that this information would be held in strict confidence. The questions asked were as follows:

1. How long have you been in business?
2. What does your annual business amount to, cash —credit?
3. How many sales people do you employ?
4. Did you ever dismiss a sales person? What was your reason for so doing?

5. What are the changes or improvements you would like to make in your business?

A merchant always opened his heart and discussed his difficulties, hopes, and aspirations. It was easy to do business with him after that, provided we were in a position to serve his needs.

Does an insurance salesman simply sell a piece of paper? Far from it. The author has a friend who is the head engineer of a prominent corporation. His father died leaving his mother and four small boys, the oldest only eight, and not a dollar in the world, but an insurance policy. With the proceeds of that policy, she bought a home, and had enough money left to support and educate those boys. The insurance salesman sold that man a life of comfort for his wife whereas she might have been left in grief, misery, hardship, and despair. He sold him a home, food, clothing, and education for those children, a fire in the furnace on cold winter days. He sold him the assurance that his wife and helpless children would not be driven out of a rented home and into the street in the dead of winter. He sold him success and a prominent career for each of the boys. That salesman sold something more than just a printed policy, and the sale meant infinitely more than the small profit made by the salesman.

The pre-approach means complete understanding on the part of the salesman of the service which his proposition will render the customer. With this knowledge plus a knowledge of the goods, a knowledge of how to sell them, and a knowledge of human nature, our salesman is ready to make his approach with the assurance in his own mind that he should make a sale that will benefit the buyer and make a friend of him.

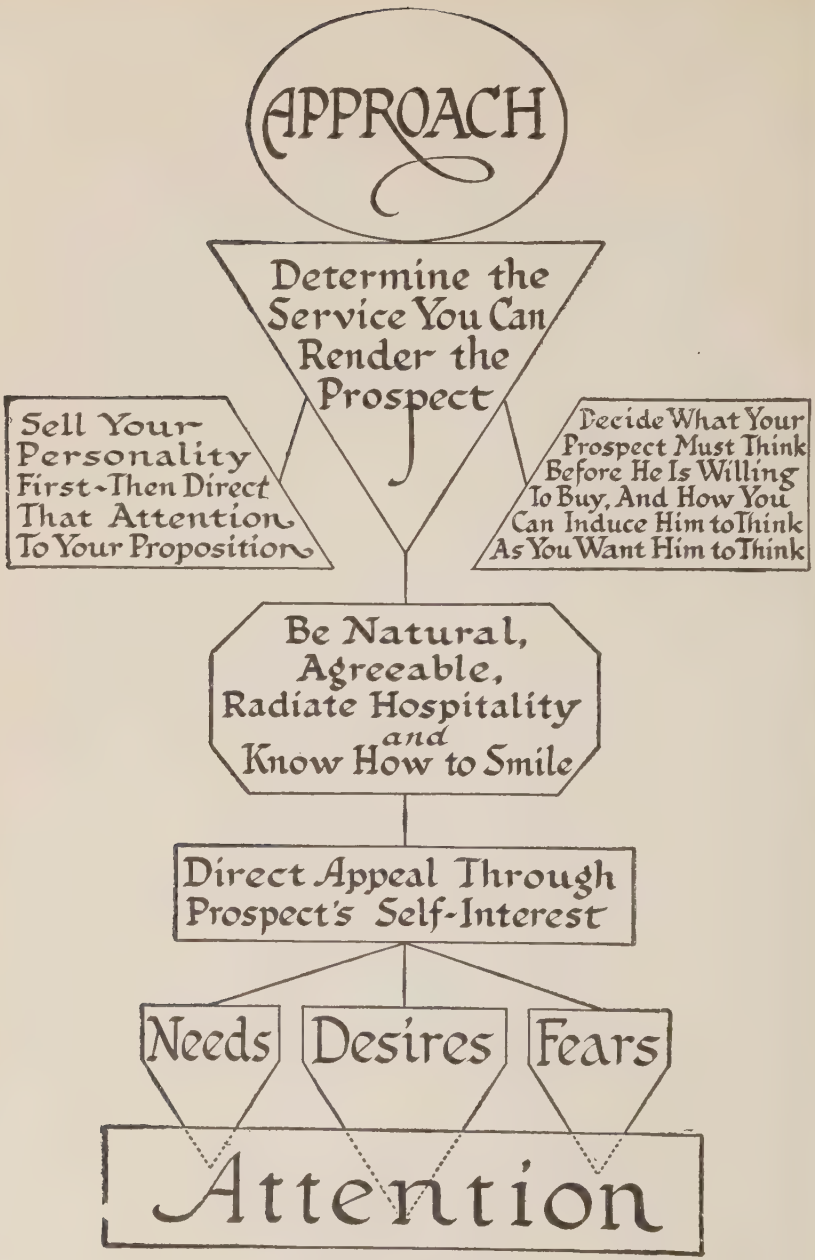

APPROACH
Determine the Service You Can Render the Prospect
Sell Your Personality First - Then Direct That Attention To Your Proposition
Decide What Your Prospect Must Think Before He Is Willing To Buy, And How You Can Induce Him to Think As You Want Him to Think
Be Natural, Agreeable, Radiate Hospitality and Know How to Smile
Direct Appeal Through Prospect's Self-Interest
Needs
Desires
Fears
Attention

CHART XIII. APPROACH

CHAPTER XIV

THE APPROACH

The Approach: We will first consider the introduction or "approach." The two individuals meet. The salesman greets his prospective customer and sometimes shakes hands with him, but not always. Please think of this salesman as the party of the first part. His sole object is to convince and persuade the party of the second part to think as he thinks, feel as he feels, and act as he would like to have him act. But how? Here is where the laws governing the mind must be considered. If they are not recognized either consciously or unconsciously, or if only part of them are obeyed, the interview is likely to be unsuccessful.

Salesman's Opening Remarks: The party of the second part is curious to know what his visitor wants. If the salesman is selling pianos and says: "My name is Jones, and I want to show you a piano," or, "Would you like to buy a piano?" his prospect will probably say: "No, I do not," simply because the salesman has failed to approach him in the right way. He has broken one of the first laws leading to the successful culmination of the transaction. He has failed to address his prospect favorably. He has antagonized him just a little, by failure to get over on the other side of the fence and address the prospect from his own point of view. Let

us suppose he began like this: "Mr. Brown, my name is Jones. I am with the Blank Piano Company, and I was referred to you by Mr. So-and-so who said you were in the market for a piano. The object of my visit is to show you the joy and pleasure that good music will bring to your home, and that the Blank piano will give you better service for the money than any other piano made." You will notice in this approach that the salesman immediately addresses the prospect from the standpoint of the customer's interests and needs, and not from that of his desire to sell.

Attend to Your Proposition: It is one thing to greet a prospect and sell him your personality, but to turn his mind away from you and direct it favorably toward your goods is a different matter. Getting the attention, therefore, is the second step. On your first words to the prospective buyer usually hangs the fate of the sale. If you call on a purchasing agent and say to him, "Mr. Brown, what have you got for me to-day?" he will generally say: "Nothing." Your bearing should always be: "What can I do for you?"

Mental Attitude: In your approach you should carefully watch your mental attitude and manner to avoid creating a feeling of antagonism. If you act like a tramp or clown you are apt to feel like one. On the other hand, if you draw in your chin, expand your chest and behave like a successful business man, you will be conscious of added power. Your state of mind determines your dress, appearance, environment and measure of success. You cannot emphasize this thought too vigorously.

Be Natural and Agreeable: In introducing yourself be natural and agreeable. You must learn how to smile

spontaneously and radiate geniality or you will never he highly successful as a salesman. We do not mean a sickly, forced grin, but a smile that indicates that its owner is living in peace and harmony with all the world. Some faces radiate disagreeableness, others good-will; some meanness, others kindness. You cannot hold evil thoughts and smile at the same time. Try it and your lips will curl with a cynical sneer. Your countenance is a mirror that reflects the images within. You cannot help revealing yourself. To look at some men you would think they had not laughed for a year. They seem to be afraid that they will crack the enamel on their faces. An agreeable expression is evidence of honesty—and honesty, character and success go together. Get in the habit of being friendly toward everybody. Be serious and earnest but do not allow yourself to look solemn or stolid. People do not enjoy associating with an iceberg. Look human, act human, be human, and others will want to do business with you.

A "No" Must Not Discourage: Introducing yourself properly, and getting the attention of your prospect, are two entirely different things. A majority of the people you approach will say: "No, I do not want anything, and do not care to look at it." Of course they do not want a thing about which they know absolutely nothing. A basic law of the mind causes a man to say "No" to a proposition that he does not understand. So do not be discouraged when you hear the word "No." In most cases it does not signify that you cannot sell. It means that the man is not aware of the value of your product to him. That is your task as a salesman. If you cannot get his attention it means that you have not yet mastered the

secret of successful personal approach and appeal. How can we expect prominent business men to be attracted by what we are selling unless we first understand their needs?

Self-Interest Approach: In an earlier chapter you learned that self-preservation is the first law of life. Out of that law comes the controlling motive of self-interest. The Almighty implanted in every mind, yours and mine, the desire to live and succeed, and so every individual instinctively says: "I want to be a success." In other words, we are everlastingly thinking, "I," "I," "I." "What is there in it for me?" is the dominating query of humanity. Instinctively and humanly speaking, we are not thinking of the other fellow. Personal profit is our foremost consideration. The successful salesman understands this "secret of human nature," and instead of thinking or saying "*I*," he turns it around and says "*You*," "What can *I* do for *you?* How can *I* help *you?*" That is the mental attitude. All the success that ever comes to an individual is the result of helping other people. The wise salesman knows that if he makes money for his customer, his customer will reciprocate.

How are we going to utilize this principle, and work in harmony with the law of self-interest? It is possible for us to develop an approach that will fit any kind of selling problem, no matter how difficult it may be. It can be done, for experts are doing it constantly.

The N. C. R. Approach: Here is an approach used by the National Cash Register Company. That company spent twenty years in developing and perfecting it. If they had understood the principles of psychology applied to salesmanship as they are known to-day, they could

have worked out this approach in twenty hours instead of twenty years. The author used it thousands of times as a National Cash Register salesman. It was almost universally successful. It is as follows: "Mr. Brown, I would like to show you our modern system. It will do three things for you: Stop losses in your store, increase profits, and increase your business."—"Stop losses in your store." That appealed entirely to the self-interest of the prospective customer and expressed a desire to serve him. Second: "Increase your profits." That is also a matter of self-interest to him, because he is in business to make money. Third: "Increase your business." That is another big self-interest appeal. You will notice that not a word is said about the salesman's interests. Possibly no approach that was ever worked out had so many self-interest appeals in one sentence. It is marvelously effective. You can apply this principle to the sale of anything.

Dominant Emotion of Every Man: Self-interest is the dominant motive in every man's life, and the salesman's proposition must satisfy this demand if the sale is to be made. The following method is used very successfully in selling a salesmanship course—the prospect in this case being an insurance salesman. "Mr. Brown, your business is selling insurance, isn't it?" Immediately the prospect says "Yes," and he would probably think the salesman wanted a big policy and be glad to see him. The next statement is: "My business is to help you get more business. In other words, I am handling what I consider to be the best proposition on the subject of salesmanship in the country, and if I can prove to you that what I have is to your advantage and it doesn't cost you too much, you wouldn't hesitate a minute to get it, would you?"

Nine men out of ten actually say: "No, I am from Missouri, show me," or words to that effect. You see that is purely a self-interest approach, and what is more, this appeal is put in the form of a question. When the prospective customer answers favorably, all the salesman has to do is to *make good* his claim.

Get on the Customer's Side of the Fence: The salesman should get over on the customer's side of the fence as quickly as possible. This is vital. Your prospective customer does not care one cent for you or for what you have to sell until you can show him that you have something that will help him in his business. Your strategy is to show advantages to the prospective buyer.

Your First Statement: The first statement you make to your prospective customer in regard to your proposition will not be about yourself or your goods. It will have reference to his needs. After he realizes his need you will then proceed to show him a remedy. If you can prove to a man that a certain investment will enable him to earn a good percentage on his money, he will ask you what it is and where he can get it. If you try to sell it to him without first creating a desire, he will laugh at you. You must whet his appetite for what you have to offer before you begin your appeal, and the appeal should not be made until the evidence has been presented. In other words, you must prove to a man that your proposition will be of service to him.

The Busy Prospect: If your prospect is busy, ask him when he could give you (state the length of time), say, five minutes. You can nearly always make such an appointment. When you do, leave at once. The fact

that you ask only five minutes will often cause your prospective customer to offer you the time right then. If he does, begin immediately, plunge into the heart of the matter in language that is logical and carries unmistakable conviction. When your time is up, do one of three things—get the order, get out, or get an invitation, either verbal or assumed, to stay longer.

Shaking Hands. When you call upon a business man, introduce yourself in a kindly, agreeable way. It is not often wise to shake hands with him. That must be decided by circumstances. Most city men will resent it. Some others will appreciate it. But if you do not shake hands with a man when you meet him, you may do so when the interview ends. In that way you leave a strong impression.

Keeping Appointments. Always make an appointment with a man to see your samples as soon as possible and when it will be convenient for him. If the time set is during business hours, do not go to your sample room and wait. Call at the store and have the merchant go with you, or remind him of the conference by telephone. If he cannot see you then, another date can be arranged.

Getting in to See Prospect. A young man tried to get an interview with the manager of a large corporation that was busily engaged in building new factories. He called seven times without success. Then he sent a telegram to his prospect, which "opened the door" for him.

Turning a Refusal Into an Advantage. The president of a company not wishing to see a salesman, but being desirous of sending him away in a cheerful frame of mind, sent his secretary, a winsome young woman with excep-

tional ability, to advise the solicitor that it would be impossible to see him. Fifteen minutes afterward the young man called up on the telephone. In brief, here is what he said: "I realize that you are busy and can't see me, but I want to say that I never before had the pleasure of being treated so nicely. Sending your secretary out made it a pleasure to be refused and I'm coming back every day if only to have her turn me down." There was no way to snap a curt reply to such a compliment. It provoked a smile and a few friendly remarks. The salesman had the excellent judgment not to take undue advantage of the situation and hung up shortly. But he left things in excellent shape for an interview later.

SUMMARY TO CHAPTER XIV

1. Before calling on your customer, determine the service you are going to render him.
2. Decide what you must do to convince and persuade your prospective customer to think as you think, feel as you feel, and act as you would like to have him act.
3. Watch your mental attitude and manner to avoid creating a feeling of antagonism.
4. In introducing yourself be natural and agreeable.
5. Self-interest is the dominant motive in every man's life, and the salesman's proposition must satisfy this demand if the sale is to be made.
6. The salesman should get over on the customer's side of the fence as quickly as possible.

QUESTIONS AND EXERCISES

1. Give the seven steps of the mental law of sale.
2. Why is it necessary for a salesman to know some-

thing of the mental process and how to follow it?

3. What step in the mental law of sale do you consider most important? Why?

4. Is a prospect ever sold before his mind goes through all the processes?

5. Why is it easier to make things than to sell them?

6. Give some reasons for having a reserve selling talk.

7. How may ideas be conveyed?

8. Write a good approach to be used when selling life insurance.

9. Would you shake hands with your prospect?

10. How may a refusal sometimes be turned into an advantage?

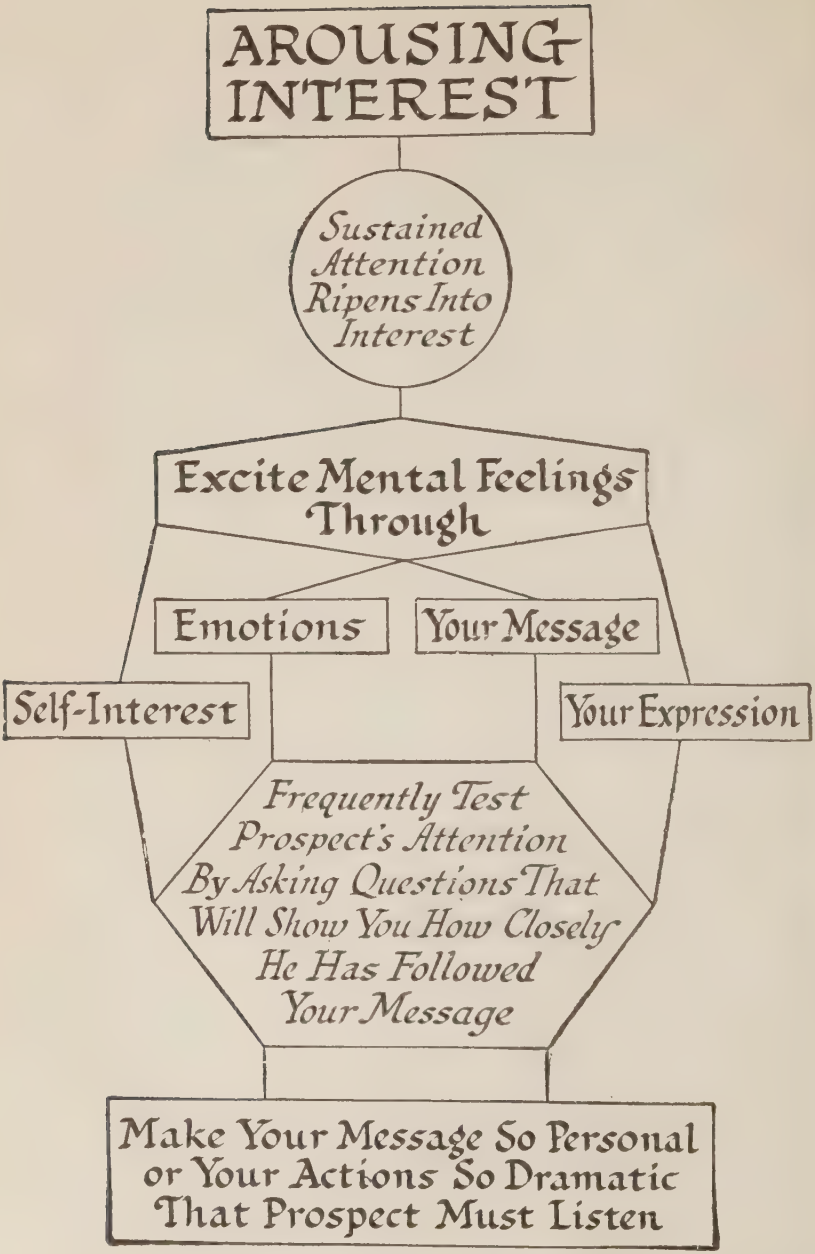

AROUSING INTEREST
Sustained Attention Ripens Into Interest
Excite Mental Feelings Through
Emotions
Your Message
Self-Interest
Your Expression
Frequently Test Prospect's Attention By Asking Questions That Will Show You How Closely He Has Followed Your Message
Make Your Message So Personal or Your Actions So Dramatic That Prospect Must Listen

CHART XIV. AROUSING INTEREST

CHAPTER XV

AROUSING INTEREST

Arousing Interest: Attention sustained soon ripens into interest. And what is interest? It is "excitement of feeling, whether pleasant or painful, accompanying special attention to some object; to arouse; to excite to action; to excite emotion or passion in behalf of a person or thing. Interest expresses mental excitement of various kinds and degrees. It may be intellectual, or sympathetic and emotional, or merely personal." But notice, interest means to "excite to action." Please observe that you must interest an individual either by *what* you say or by the way you say it. What you say is of great importance, but how you express your ideas may be of even greater importance. In his Philosophy of Style, Herbert Spencer says: "Men are influenced by language at least as much as by ideas." Arthur Brisbane says that "the art of writing consists in saying a hundred words that will cause the reader to think a thousand."

A Far-Reaching Principle: When you satisfy curiosity you lose interest. This is a fundamental law of human nature. It is one of the most interesting, practical, far-reaching psychological principles to be found. The individual who thoroughly understands and applies the principle found in the following illustration will greatly increase his selling ability.

The Principle Illustrated: An automobile salesman had a prospect interested and so thoroughly convinced that he asked: "How soon can you deliver the car?" Look at that question and think. How would you answer it? Nine salesmen out of ten by actual test give the wrong reply. The tenth makes a lot of extra money by understanding the strategy and knowing how to answer.

This salesman said: "I can get it for you right away." He lost the sale. For the prospect replied: "There is no hurry. I will think it over and see you next week."

When a salesman is asked when he can make a delivery and the prospect has not as yet committed himself in regard to buying the car, he should immediately take it for granted that the prospect has decided in his own mind to make the purchase. Fundamentally speaking, there is just one correct answer to this question. That is to answer the question by asking him another one. The question was, "When can you deliver the car?" The answer is: "How soon do you want it?" or, "How soon will you have to have it?"

Offensive strategy is possibly the most important strategy in war. The army that takes the offensive and keeps the other army on the defensive always has the advantage. The same is true in salesmanship. Napoleon said to his generals one night: "In the morning we attack the Austrians at this point," naming a certain point. "They will retreat to this point," naming another point. "We will meet them there and defeat them." This is applying the idea in war. The successful salesman is the one who manages an interview, takes the offensive and keeps his prospect on the defensive.

The Principle Explained: The philosophy of salesmanship is the philosophy of leadership, and the philosophy of leadership always consists in keeping your prospect on the defensive. When a prospect asks you when you can make a delivery he asks you to make a decision for him and that leaves him open to do just as he pleases about accepting it, although the prospect may not understand the tactics involved. When he asks the question he becomes the leader and you are on the defensive. Your business as a leader and as a salesman is not to permit him to lead you into a corner. When he does that you must know how to assume the offensive and tactfully place him on the defensive. You do that when answering his question by asking him another one. He asks you to make a decision that will leave him free to act. You change the tactics by asking him to make a decision, leaving you free to take immediate advantage of his decision.

Let us analyze this problem. It is a law of psychology that every idea that enters the mind immediately tends to express itself in action unless another idea coming from an opposite direction opposes it. As he heard the automobile described, this man undoubtedly said to himself: "This is a fine car. I believe I should like to own it." Then, suddenly, he expressed this desire by asking the question: "How soon could you deliver it?" Instead of giving the prospect an opportunity to act immediately upon the feeling that is uppermost in his mind, the salesman, by answering his question, *eliminated* the idea of buying and substituted for it that of delivery. The prospect's mind was on a direct line for the bull's-eye when the salesman, unconsciously and immediately, turned it off on a tangent and lost the sale by injecting an irrelevant idea.

How to Hold Curiosity: A man representing a publishing house came into an office one day and painted a beautiful word picture of a series of pamphlets which he had prepared and printed for manufacturers to distribute to their sales force. The presentation was attractive, but lacked the force to make the sale because of the absence of visual realism. He had a well prepared outfit with him. Just as curiosity was aroused as to what the pamphlets looked like, he produced from a neatly arranged grip the entire series and spread them out in an imposing way across the desk. What was the result? Naturally, there was nothing left but admiration for the layout, the excellence of which had to be admitted even though an immediate order was not placed. It is the impression a salesman leaves which counts, and samples are a great help provided he creates a desire to see them before he uncovers his display.

The Family Interests: There are five family factors to be considered in selling. Father thinks in terms of the check book. Mother thinks in terms of the children's opportunitites. Daughter thinks of a happy marriage and social opportunities. The son thinks in terms of speed, travel, get up and go. Then there is a fifth factor—the pet of the family. It may be a victrola, a radio, automobile or bank account. Keep these five factors in mind constantly when advertising or selling. Salesmen should always bear in mind that every normal man is more or less under the influence of a woman—mother, wife, sister, daughter or sweetheart—whose desires powerfully affect his decisions, especially in such matters as buying a home, life insurance or an automobile.

SUMMARY TO CHAPTER XV

1. Attention sustained ripens into interest.

2. Interest is the awakening of the feelings, emotions or passions in behalf of a person or thing.

3. When you satisfy curiosity you lose interest.

4. The philosophy of salesmanship is the philosophy of leadership, and the philosophy of leadership always consists in keeping your prospect on the defensive.

5. Salesmen should always bear in mind that every normal man is more or less under the influence of a woman—mother, wife, sister, daughter or sweetheart—whose desires powerfully affect his decisions, especially in such matters as buying a home, life insurance or an automobile.

EXERCISES

1. Why does attention ripen into interest?
2. What is interest?
3. What is curiosity?
4. Why is interest lost when you satisfy curiosity?
5. What is meant by offensive strategy?
6. What are the five important family interests?

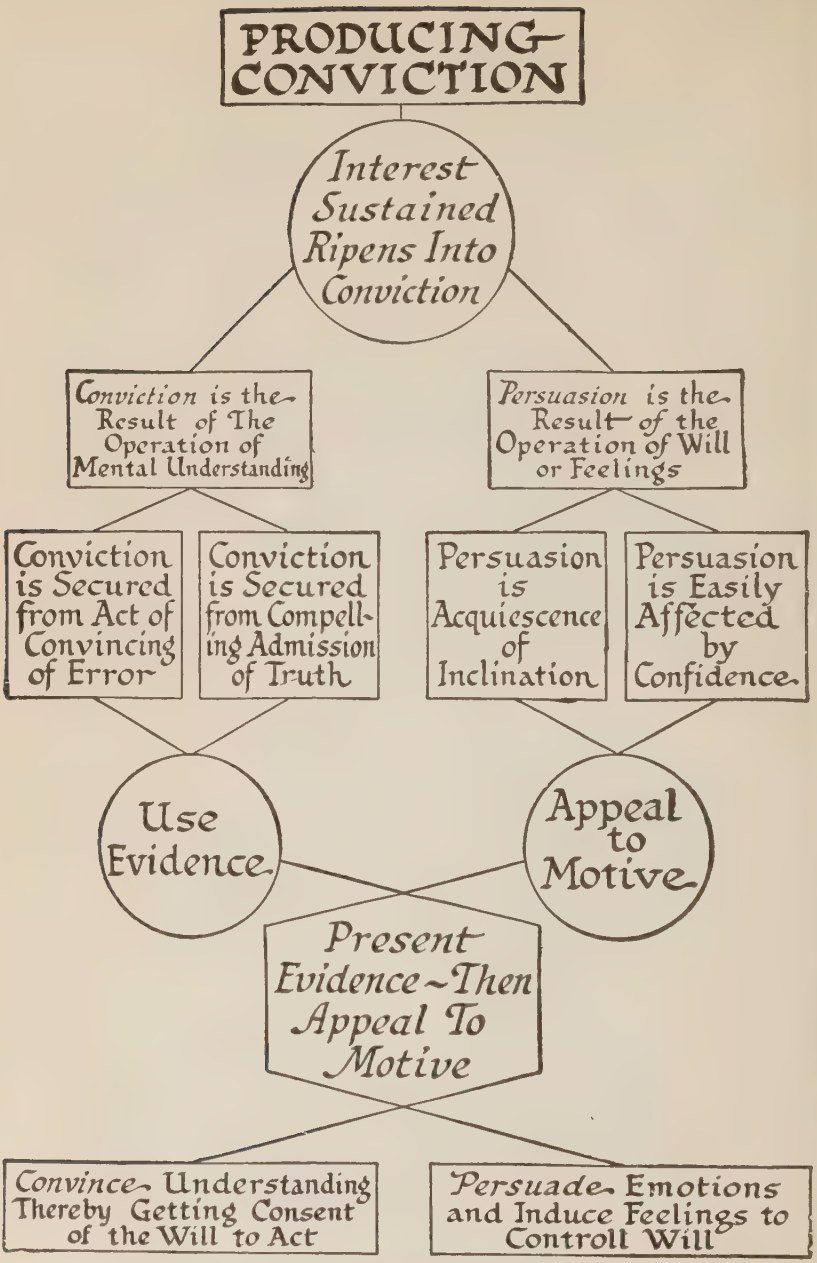

PRODUCING CONVICTION
Interest Sustained Ripens Into Conviction
Conviction is the Result of The Operation of Mental Understanding
Persuasion is the Result of the Operation of Will or Feelings
Conviction is Secured from Act of Convincing of Error
Conviction is Secured from Compelling Admission of Truth
Persuasion is Acquiescence of Inclination
Persuasion is Easily Affected by Confidence
Use Evidence
Appeal to Motive
Present Evidence ~ Then Appeal To Motive
Convince Understanding Thereby Getting Consent of the Will to Act
Persuade Emotions and Induce Feelings to Controll Will

CHART XV. PRODUCING CONVICTION

CHAPTER XVI

PRODUCING CONVICTION

Producing Conviction: Conviction is the heart and center of the mental law of sale. If you fail here you will fail entirely, unless your appeal to the emotions is strong enough to create desire in spite of your lack of evidence. What do we mean by conviction, and how do we bring it about? We have asked two very hard questions and we will try to answer them satisfactorily.

Conviction Defined: "Conviction is the result of the operation of the understanding and persuasion of the will. Conviction is a necessity of the mind and persuasion an acquiescence of the inclination." Blackstone, the legal authority, says: "Conviction may accrue in two ways, either by the act of convincing of error, or compelling the admission of a truth; confutation. To convince is an act of the understanding; to persuade, of the will or feelings." Therefore, a man must know how to manipulate the understanding in order to produce conviction. "The one is affected by argument; the other by motives. There are cases, however, in which persuasion may seem to be used in reference only to the assent of the understanding, as when we say, 'I am persuaded it is so and so; I cannot persuade myself of the fact.' But in such instances there is usually or always a degree of awakened feeling which has had its share in producing the assent of the under-

standing." The foregoing may seem a little technical to some so we will try to make it clearer.

Two Methods of Producing Mental Action: There are just two methods by means of which we can induce a man to act, and action is what we want in salesmanship. One is to convince his understanding and his judgment and thereby get the consent of his will to act. The other is by inducing his feelings to control his will, and therefore his actions. The first method produces conviction through evidence. The second method creates desire through an appeal to the emotions.

Evidence Must be Organized: The problem of producing conviction is one of the greatest in all salesmanship. This is true because the reason and judgment must be satisfied. It is one thing to have ideas, but it is another matter to organize them, and still something quite different to present them in such a way as to meet the demands of reason and judgment. Let us illustrate. Suppose a grocer is asked for two pounds of sugar and he places the weights carefully on his old-fashioned scales. You are then assured of the correct weight. But suppose he stands ten feet away and tosses the weights instead of placing them properly. In all probability one or more of the weights will fall and thus incorrectly weigh the sugar. So it is with evidence. If it is disorganized and thrown at the mind, it certainly will not satisfy the judgment and produce conviction. One lawyer gets $2,500 for arguing a case before a jury. Another gets $25.00. The one knows how to analyze, organize, and present his evidence. The other does not. The same thing is true in salesmanship. A mining company asked the most prominent lawyer in a great city to take its case. The lawyer told

them he would accept the case, provided they gave him a year to prepare it. They consented. He immediately left his practice, went to Harvard, and enrolled in a mining engineering course. He studied night and day and finished the three year course in nine months. He came back, won the case, and was paid a fee of $350,000. Big lawyers, big business men, big salesmen go to the bottom of every proposition, and that is the reason they later go to the top.

Effect of Judgment on Success: Pay particular attention to the word judgment. It is one of the greatest causes of success or failure in salesmanship and in life. A man was known to refuse a position that would have paid him $500.00 a month when his time was not worth half that amount simply because he thought someone he did not like might make a little profit out of his work. His judgment did not dictate but his prejudice did. Men will make important decisions based upon prejudice, jealousy, spite, hatred, like or dislike, and numerous other negative qualities. But just as surely as a man disregards judgment when he makes a decision, he is heading straight toward the rocky reefs of destruction. You must take this into consideration when making a sale.

Judgment Defined: But let us go back to judgment. How do we form a judgment? Judgment is "that act of the mind by which two notions or ideas which are apprehended as distinct are compared, for the purpose of ascertaining their agreement or disagreement. It is that power or faculty by which knowledge, dependent upon comparison and discrimination, is acquired. It is the act of judging; the operation of the mind involving comparison and discrimination, by which the knowledge of the values

and relations of things, whether of moral qualities, intellectual concepts, logical propositions or material facts are obtained."

Judgment Based on Comparison: Comparison is the basis of judgment. You must compare one thing with another in order to arrive at a decision. In order to do that you must exercise reason. We notice then that comparison is the basis of reason as well as of judgment. You cannot reason or think about an idea unless you have some other idea with which to compare it. Your judgment will not only be based upon reason but upon your past experience. If we ask you to pass judgment on a radio set, your opinion will be valued in accordance with your previous knowledge of radio sets. If we ask for your views in regard to a suit of clothes, a farm or a business policy, the value of your conclusions will depend upon your previous experience, and your ability to make accurate deductions, as well as upon your reasoning powers. The most important work of executives is making decisions. These decisions are based upon judgment, and judgment is founded upon information and experience. We do not expect even executive judgment to be one hundred per cent efficient. It is not. An efficiency test has shown it to average seventy-three, while the general average is forty-one. "In a class of typists seeking work, not one made over fifty-seven."

Poor Judgment Illustrated: Here is an illustration of poor judgment. It may show how the power to decide may be developed. A country storekeeper bought a ton and a half of raisins. The town he lived in had a population of only 500. Had he consulted either his reason, judgment or the needs of the town, he would have known

that he was overbuying. He evidently did neither. He put nearly all the raisins down in the cellar and they spoiled. At another time he laid in enough window curtains to do the community for five years. No wonder he did not make money. The man who made the sale apparently did not need to consider his judgment. He simply overpersuaded him. Apparently the merchant had little buying judgment to which to appeal. But a salesman who will overload a retailer to the buyer's evident loss, and the wholesale house that will fill such an order, are both guilty of legal robbery. The salesman who profits most in the end is the one who serves faithfully and gives the best expert advice.

Truth the Basis of Confidence: If the basis of your argument or selling talk is wrong, your conclusion will be erroneous, and your work will end in failure. Analyze your statements. See that they are true. Honesty leads to success. A very able salesman has offered this advice and it is pertinent here. "You must win a man's confidence, but you will never gain it by lying. You must tell him the truth. But what good will it do to be truthful when he doesn't know it? Tell him something he absolutely knows is true and then he will believe the rest."

Conviction Vitally Important: This may seem like a long and difficult discussion on the subject of conviction, but it is absolutely essential in order to do justice to the subject and be fair with the student. It will require a good deal of study. From the time you get your man interested until he is thoroughly convinced he will offer a great many objections, and it will be difficult to bring his mind back to the arrow. But evidence as to the value of the goods will do it.

Conviction and Desire Contrasted: Some will say that if we have already produced conviction we must of necessity have created desire. But that is not always true. A man may be persuaded that a threshing machine is a good thing and still not want it. He may be satisfied that a certain automobile is first class and not care to own it because he is not convinced that it is to his advantage. He may know that a particular retail business is profitable, and still not think of buying it. Yet conviction and desire are so closely related that in many cases they seem almost inseparable.

Conviction Must Precede Desire: In many cases an individual desires an article as soon as he is convinced that it is worth while and to his advantage. But even then the conviction precedes the desire, if only by a small fraction of time. We want to make this matter so clear that there will be no misunderstanding. You produce conviction by satisfying reason and judgment. You create desire by appealing to the emotions. Evidence must, therefore, precede persuasion. Some advertising men entirely ignore evidence and strive only to arouse feeling. Even if this method were 100 per cent effective, which it is not, it would be dangerous, because by it you might persuade a man to pay one thousand dollars for an article worth only one hundred.

Reasoning Power Analyzed: Comparison forms the basis of both judgment and reasoning. We use oak as a standard in judging hard woods. We compare a good orator with Bryan. We contrast hotels. We measure one line of goods with another. We compare two ideas and therefore get reasons for forming a judgment. We examine two more ideas and get reasons for reaching another

decision. We then take the final judgments and analyze them. We again have additional reasons for making or forming a later judgment.

Reason Defined: Reason is "the faculty or capacity of the human mind by which it is distinguished from the intelligence of the lower animals; the higher as distinguished from the lower cognitive faculties, sense, imagination and memory, and in contrast to the feelings and desires. Reason comprises conception, judgment, reasoning and the intuitional faculty. We have no other faculties of perceiving or knowing anything, divine or human, but by our five senses and our reason."

"Due exercise of the reasoning faculty; accordance with, or that which is accordant with and ratified by, the mind rightly exercised; right intellectual judgment; clear and fair deductions from true principles; that which is dictated or supported by the common sense of mankind; right conduct; right propriety; justice."

"To exercise the rational faculties; to deduce inferences from premises; to perform the process of induction or deduction; to reach conclusions by a systematic comparison of facts."

Two Kinds of Reasoning: Before we finish this subject of conviction we must go one step further with the subject of reason. There are two kinds of reason—inductive and deductive. We simply wish to define them.

Inductive Reasoning: Indeductive reasoning is "the act or process of reasoning from a part to a whole, from particulars to generals, or from the individual to the universal." John Stuart Mill says: "Induction is the process by which we conclude that what is true of certain

individuals of a class, is true of the whole class, or that what is true at certain times will be true in similar circumstances at all times." It is "a process of demonstration in which a general truth is gathered from an examination of particular cases, one of which is known to be true." In induction we observe a sufficient number of individual facts, and, on the ground of analogy, extend what is true of them to others of the same class, thus arriving at general principles or laws. This is the kind of reasoning in physical science.

Deductive Reasoning: "In deduction we begin with a general truth, which is already proved or provisionally assumed, and seek to connect it with some particular case by means of a middle term or class of objects known to be equally connected with both. Thus we bring down the general into the particular, affirming of the latter the distinctive qualities of the former. This is the syllogistic method. By induction Franklin established the identity of lightning and electricity. By deduction he inferred that dwellings might be protected by lightning rods."

Deductive Logic: We wish to give two illustrations of deductive logic. The first is true, the second is not, but they are both logical. Logic is the science of correct reasoning. But logic does not stop to ask whether a statement is true or false.

Here is the first syllogism:

Man is mortal.

The President is a man.

Therefore, the President is mortal.

You see our first statement or premise is correct; therefore, the conclusion is correct.

Here is another:
Every salesman is rich.
You are a salesman.
Therefore, you are rich.
Our first premise is fallacious, and for that reason the conclusion is erroneous.

Illustration from the Lecturer: One of America's most successful lecturers, who was for several years a teacher of oratory, once said: "No lecturer can prepare a good lecture in less than two years—a lecture that will stand the test and win popular favor." A lecture is, after all, simply a successful selling talk on a vital subject. If a lecturer must spend in the neighborhood of two years in getting ready so he can command a fee of one hundred dollars a night, how do you expect to win maximum success as a salesman by devoting only a few days, or, at best, several weeks, to preparation?

Scientific Arguments Get Business: The first thing for you to do is to prepare your material. The next step is to analyze and organize it. You must remember that your customer's mind may be a blank to your proposition. If you would create a perfectly clear picture in his mind, that picture must first stand out distinctly in your own thought. If the facts and ideas you have assembled are a hodge-podge, your prospect will get a muddy, hodge-podge impression, which, of course, will neither create desire nor produce conviction. One hundred trained warriors can defeat a mob of five hundred, even though the men are as well armed as the soldiers. An expert salesman has his ideas and information as compactly organized as an army. The untrained salesman operates in "mob formation."

Necessity for Preparation: Before you approach your customer you must have your arguments logically arranged so that they stand out as clear as crystal in your own mind. If an objection comes up, dispose of it at once. Make your presentation so clear and convincing that it will anticipate and answer questions before they can be asked.

Value of Illustrations: Every salesman should have a number of good illustrations for each selling point. When you hear a pertinent story, jot it down. The author has carried a notebook for years. It has been of inestimable value. These chapters could not have been prepared without it. It has not only been used to keep a record of the valuable ideas of others but also to retain the author's own ideas. Every man will originate a good idea occasionally. When one comes, make a note of it. If you will follow this method carefully for a year, it will greatly enrich your mind and increase your efficiency. It is said that the late Bishop Vincent's wonderful lectures and sermons grew out of this method. The man who gets the notebook habit will make himself superior to the one who does not. And the man who studies and works intelligently will be successful. Nothing happens by chance. There is a logical reason for everything. Know. Do not guess.

Explanation the Proof: "Every salesman knows the value of the actual demonstration—of having his goods on the ground so that the prospect can see and feel and understand. Give your man a definite idea of your proposition. Picture the article, its use and its advantages, so vividly that he can see it. But your prospective customer must have proof of your statement. Proof or argu-

ment follows logically after explanation. Its object is to create desire. It is not enough to give your prospect an idea of the nature, or working principles, of the thing you are selling him. You must reinforce these by arguments, proving to him the advantage of the purchase, the saving that he will effect in his business, the increased efficiency he can attain in his work, and the pleasure he will derive from owning what you are offering. Proof may be presented by showing the satisfaction which the article has given to other buyers or by some novel demonstration of its quality and value."

Example of Lincoln: Lincoln took up the study of geometry when in the midst of a busy life in order that he might learn how to prove a proposition. One of the greatest advertising men in the country made a careful study of Jevon's text on logic in order to become a more logical reasoner. Success depends upon our tools, and the way we use them.

Believe in Your Goods: Boil down what you have to say. Remember that ideas sell goods always, but long drawn-out words never do. Be brief and to the point. Try your best to make your sale at the first interview. First sell the article to yourself. Believe in it. Believe in your company. Cultivate self-confidence. Be full of conviction. Determine always to make the sale now. Let your attitude be one of positive affirmation. Radiate what George Eliot called "an energetic certitude and a fervent trust."

Business for Profit: Personal interest is the controlling motive in man's life. Proof of this is seen in the fact that the prosperity argument controls a national election.

A man is in business for profit. As soon as you show him that your proposition will benefit him in some way, you have given him the main reason for buying. Your business is to understand his needs, as well as your proposition, so that you can clearly demonstrate to him the advantage of what you have to sell.

Conviction Precedes Desire: After a man is convinced that a particular article is a good thing the next step is for him to desire it. Many salesmen attempt to jump from interest to desire without trying to convince their prospect. That is a fatal mistake, as conviction must precede desire.

How to Convince: Merely pounding away at a man will not convince him. To impress a man you must make him believe what you believe. To do this you must give him the same evidence which compelled your own conviction.

Logical Evidence: Logical evidence produces conviction. Can you so express your thought that your customer will see the same mental picture you see and feel the same conviction you feel? We convert men to believe as we believe, not by urging them, but by giving them the evidence, the reasons, in such vivid language, so logically arranged, so skillfully organized and grouped and with so much burning enthusiasm, that they appeal to the imagination, the mind's eye, as vividly as a work of art appeals to the human eye.

Orders Lost by Failure to Convince: Do not try to get an order until you have your prospective purchaser convinced. Thousands of sales are lost by disregarding this rule. If you do get the order before your customer is

thoroughly convinced, he may back out later. When a man is under the power of conviction he is bound to act. Convince him.

Conviction in Selling Insurance: Many insurance men are bores not because they are not familiar with their business, but because they do not understand the human mind. They continually say: "Take some insurance; you ought to have some insurance." They might as well go out and "bay at the moon." They do not seem to realize that the prospect's mind may be as blank as a painter's canvas before the painter applies the brush. The insurance man must learn how to sketch the picture of insurance on the mind of his customer with as much skill as the artist uses in producing a painting.

He paints in brilliant colors the customer's duties to his wife and family. He draws in bold lines the value of his particular policy. Stroke by stroke he fills in the details until finally his prospect clearly sees his need for insurance.

Value of Confidence: A clothing salesman from Northern Missouri telephoned to a merchant in Southern Iowa that he was coming up to see him. The merchant replied that there was no use in making the trip as he had just bought all he needed. His bill amounted to $200.00. This salesman understood the mental law of sale and he came anyway. The author also called upon this merchant who was a prospect for a cash register. When he entered the store, however, the proprieter was busy with the salesman whom he had telephoned not to come. This salesman's business amounted to $650.00, and what had done it? A good personality and the mental law of

sale, for he admitted that his goods were no better than those of his competitors.

After the salesman left, the author questioned the merchant as to why he had bought so heavily when he had not intended buying anything, concluding with the remark: "That salesman is a very nice fellow, isn't he?" The merchant replied: "He certainly is. He is the finest traveling man that makes this town." You see, he had the merchant's confidence, and confidence is the cornerstone of success in both salesmanship and business. This merchant felt that the salesman was square, that he was honest, and that he was interested in his customer's success.

Evidence and How to Use It: This chapter would not be complete without a short discussion on the subject of evidence. Evidence is that which is "clear to the understanding and satisfactory to the judgment." Hume says: "To conform our language more to common use, we ought to divide arguments into demonstration, proofs, and probabilities; by proofs meaning such arguments from experience as leave no room for doubt or opposition."

Evidence Illustrated: There are two kinds of evidence, viz., evidence which is sworn to by eye witnesses, or direct evidence, and circumstantial evidence. The following will illustrate the meaning of the latter. Part of a bolt of a peculiar colored silk, forty inches wide, was stolen from a store. A certain residence was searched and what seemed to be the missing silk was found, but the occupant of the house declared that he had bought it in another town. This was found to be untrue, because the silk in the other store was thirty-six inches wide, while this particular bolt was forty inches in width and of a different

color. These discrepancies constituted circumstantial evidence. Inasmuch as the silk did not "match" anything in the second store, the inference was that it belonged in the first store.

Evidence Applied: Here is the way the author has used evidence in selling National Cash registers: After making the demonstration and showing how valuable the register would be to the merchant, he would show a number of letters from satisfied users and say: "If what I have said is true and what these people say is true, it would be to your financial advantage to have this register, would it not?" "Yes, but how do I know it is true?" asks the merchant. "Mr. Blank, here is a list of merchants who use this kind of a register and who live within twenty miles of here. I will make you this proposition: visit any or all of these merchants. If they tell you their registers are as profitable to them as they have indicated in their letters, and even more so, you can afford the trip, because it is to your financial advantage to be sure. If, on the other hand, they are not so enthusiastic as these letters indicate, or if they tell you their registers are not so profitable as I have tried to make you believe, then I will pay your car fare and $10.00 a day for your time. That is fair, isn't it? In the face of my offer you cannot afford to turn this proposition down." The offer, together with the evidence and the sincerity with which the proposition is made, establishes confidence that might otherwise be lacking.

This evidence comes from a multitude of merchants who are similarly situated. It is absolute, and no man or group of men could or would ignore it in any court of law in the land. When a man does ignore it, he prosti-

tutes reason and judgment. He admits he is not considering the proposition on the basis of intelligence and profit, unless he has some particular reason for not buying.

Very few salesmen, advertising men and letter writing specialists, are clear reasoners. Those who are successful have spent years in perfecting themselves. Every student of this book should get a copy of "Logic" by Jevons, and master it.

Jevons says: "Logic teaches us to reason well, and reasoning gives us knowledge, and knowledge, as Bacon said, is power. Logic is the science of reasoning and enables us to distinguish between the good reasoning which leads to truth and the bad reasoning which every day betrays people into error and misfortune."

You may never expect to be a real leader of men or able to exercise any great degree of influence until you become a clear and logical reasoner.

Logic Precedes Appeal: The successful salesman is the one who knows how to combine successfully the logical with the emotional argument. Remember that every proposition you present must be launched with a logical, reasonable argument. After that you can make your appeal. Most people want facts and they base their decision upon those facts. You must marshal your evidence, present it clearly and intelligently, and prove your case, just as a lawyer does before a jury, before you can expect a favorable verdict.

SUMMARY TO CHAPTER XVI

1. Conviction is the heart and center of the mental law of sale.

2. Conviction may accrue in two ways, either by the

act of convincing of error, or compelling the admission of a truth.

3. To convince is an act of the understanding; to persuade, of the will or feelings. The one is affected by argument; the other by motives.

4. Comparison is the basis of judgment. You must compare one thing with another in order to arrive at a decision.

5. You produce conviction by satisfying reason and judgment. You create desire by appealing to the emotions.

6. Before you approach your customer you must have your arguments logically arranged so that they stand out as clear as crystal in your own mind.

7. Every salesman should have a number of good illustrations for each selling point.

8. Boil down what you have to say. Remember that ideas sell goods always, but long-drawn-out words never do.

9. After a man is convinced that a particular article is a good thing, the next step is for him to desire it.

10. Do not try to get an order until you have your prospective customer convinced.

QUESTIONS

1. Define conviction. Give two ways it may be produced.

2. Why do people turn you down when they are ignorant of a proposition?

3. Discuss the plan of the successful lawyer in presenting his case to the jury.

4. Define judgment. Upon what is it based?

5. Contrast conviction and desire.

6. Give an illustration of inductive reasoning. Of deductive reasoning.

7. What is logic? Does a major premise always give a correct conclusion? Illustrate.

8. What can you say as to the value of good illustrations in a selling talk?

9. What are some of the essentials necessary for the successful salesman, in order to produce conviction?

10. Just how would you proceed to collect evidence on any proposition?

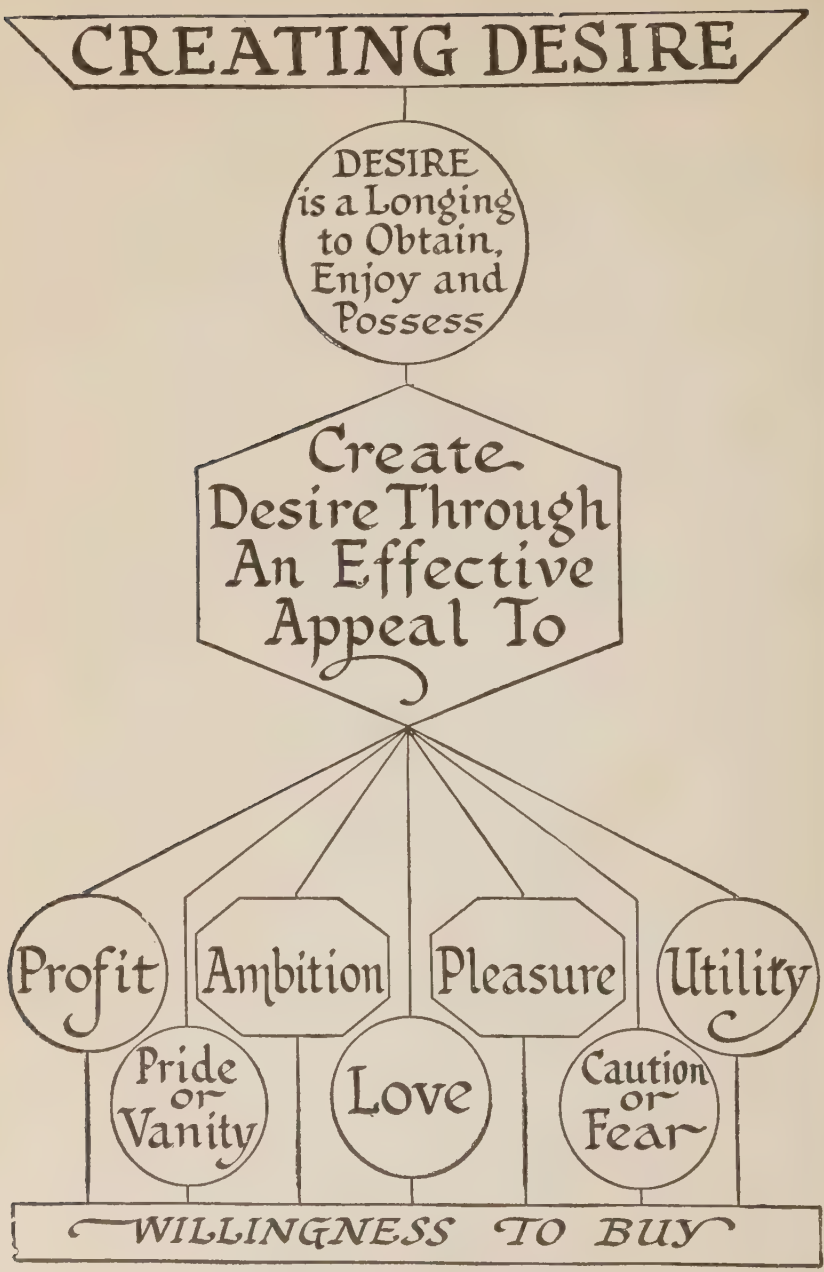


CHART XVI. CREATING DESIRE

CHAPTER XVII

CREATING DESIRE

Desire Defined: We have seen that the emotion that arouses interest is entirely different from the feeling that creates desire. One may be interested through curiosity or because the subject or proposition is new and attractive, but still not want it. Desire is "to long for, to hanker after, request, solicit, entreat. The natural longing that is excited by the enjoyment or the thought of any good, and impels to action or effort for its continuance or possession; an eager wish to obtain or enjoy."

Creating Desire: When you create desire and make the sale, you do it because of what the individual thinks and feels; because you have made an appeal to and satisfied some self-interest motive. When you fail to create desire and therefore do not make the sale, you fail to do so because of what your possible customer thinks and feels. You fail because your appeal has not touched the self-interest chord in his heart. You cannot sell to an individual until he is willing to buy, because making a purchase is voluntary on the part of the buyer. A purchase is not made until the purchaser feels that he will derive some kind of satisfaction from the purchase.

In planning a sale you must decide upon two things: first, what must your prospect think and feel before he is willing to buy; and, second, how can you persuade

him to think those thoughts and feel as you want him to feel? The first question that arises is, how are you going to determine just what you would like the prospect to think and feel? You must study your prospect in relation to the advantages to him of the purchase. We are taking it for granted always, that the proposition we offer for sale is to the advantage of the prospective buyer.

Motives Classified: Some motive dictates the decision made by every person in making a purchase. When an individual decides that he is ready to buy, it is because an effective appeal has been made to some one of the following motives:

1. Profit.
2. Pleasure.
3. Ambition.
4. Caution.
5. Fear.
6. Love.
7. Pride or Vanity—the social motive.
8. Utility or Usefulness.

Sometimes two or more motives are active in causing the decision. But there is usually one predominating motive.

Illustrations for Motives: Every wide-awake business man fights for one-half of one per cent profit. If you can show a business man that money invested in your proposition will bring him a bigger return than he is now making, you have given him reason for buying. A man may purchase a piece of real estate purely as an investment. In such an instance the profit motive dominates.

On the other hand, he may purchase a lot purely for the purpose of building a home. Under such circumstances a lot may be worth more to one person than to another. A man buys a lot because some of his friends live in that part of the city; because the school is convenient; because the church he belongs to is in that community, or for some other personal reason. In view of these considerations he may be willing to pay more than if he were buying for purely business purposes.

In selling a piece of real estate particularly for *home purposes*, the motive or motives that should dominate the prospective buyer must be thoroughly understood or the salesman will not be able to make the proper appeal in any given situation. In the same way the motive induces a man to decline a purchase under opposite circumstances. Motive is the leverage you must use in creating desire. The salesman who looks upon a lot as simply a piece of real estate to be sold at a profit to somebody—anybody—but who had never analyzed the big impelling motives of human life, cannot be successful as a salesman.

Many automobiles are bought as a result of the appeal to pleasure. On the other hand, a high-priced automobile is often sold to a man who can afford only a cheap car. He does not buy the cheap car because of pride or vanity or the fear that his friends will place a low estimate upon his ability and earning capacity. He buys a high-priced car to advertise his prosperity—the thing he does not have. He proposes to put up a front even though he has nothing back of it. There are many such men.

A man insures his home, or his business, because of his caution motive. He does not want to be burned out

and left with no money to rebuild. Caution prompts him to insure. In January, 1906, the author opened an office in the largest office building in San Francisco. The management said it was absolutely fireproof. He was cautious because of the big fire the year before in Baltimore. He took out some fire insurance although they said it was unnecessary. Shortly after that the city was swept by the great fire following the earthquake. The building was burned and everything in the office destroyed. A man insures his life because of the motive of fear and love. These are great impelling motives.

A man learns of a terrible accident, like a train wreck. It horrifies him. It arouses the feeling of fear—the fear that he might be killed at any moment and leave his wife and family to suffer for want of money. So far this is a fear thought. As his mind leaves this horrible specter of fear he begins to think of his wife and little children and what they mean to him. He loves them more than anything else in all the world. He would sacrifice anything rather than see them suffer. The mere possibility of it makes him shudder. He comes to a decision immediately. He says to himself, "I will not take a chance of having my wife and babies suffer. They mean more to me than all the world. I will take out an insurance policy that will amply protect them if anything happens to me." He acts upon this decision and signs an application.

Here we have a splendid illustration of contrast, the contrast of fear and love. Fear alone is not enough, neither is love. It takes both of them working together to sufficiently stir a number of motives and emotions. Great orators and great salesmen are masters of contrast. They furnish the material, the tactics and the

strategy that stirs the human mind to superlative action.

While delivering a series of lectures in a Pittsburgh department store, the author was shown some valuable furs in the refrigerating room. He saw a silver fox muff that cost the daughter of a millionaire seven thousand dollars. Would not a red fox muff have lasted just as long and been just as serviceable? Did this woman buy the muff simply to keep her hands warm? I also saw a woman's sable cloak that cost $30,000. Do you think the utility motive was the only one that appealed to that woman? Did not the pride and vanity appeal have much more to do in making these sales than the utility appeal? A daily newspaper in a western city carried a short story to the effect that the wife of the president of an eastern steel company had just bought a beautiful fur cloak at a cost of sixty thousand dollars. It is quite possible this woman, formerly an actress, was more interested in the publicity she received through owning the cloak than she was in the real service she would get from wearing it.

In buying some furniture, a typewriter, an adding machine or a home, utility is the major appeal. In buying a pair of shoes the major motive should be comfort. With many young men and women it is style. Comfort and serviceability are quite secondary.

Motives Stimulate Desire: In order to create desire the salesman must arouse a motive and use it as a leverage. The motive stimulates desire and provides a willingness to purchase. As soon as the individual shows a willingness to buy, that willingness should immediately be ripened into resolve. An individual's motives—his desire for profit, pleasure, his pride, caution and love of what is useful—these things are alive and interesting; they

furnish a strong leverage; they make a vigorous appeal and they create desire.

Salesman Must Know Motives: A salesman may know his goods, he may know everything about them in fact, and still his selling talk may be very ineffective because he does not know how to analyze the human mind and appeal to the proper motive. The salesman who tries to sell an article to an individual without knowing the motive which should prompt that individual to buy, is almost as helpless as the salesman who attempts to sell a book to a man who cannoc read, or a horse liniment to a man who has no horses.

A Striking Illustration: The following will illustrate this part of the law of sale. A young man came into a clothing store and asked the salesman to show him a $30.00 overcoat. The salesman did so but without much enthusiasm. After he had tried on the first overcoat, the salesman induced him to put on a $40.00 garment. He then commenced to use salesmanship. He showed him that the second coat was a better fit, that the cloth was finer, that the workmanship was superior, and that such a fine garment would increase his standing among his business associates. He had the man view himself in the glass. Finally he said: "Come up to the fitting room." He did not ask the customer if he would go. He did not inquire if he intended to take the coat. Such a question would have been a "negative suggestion" and might have killed the sale. He assumed that the man was going to buy. So in starting to the fitting room he not only said "Come," but he made a gesture for the man to accompany him, and the prospect went right along. The cutter measured the coat, taking it for

granted all the time that the man had bought it, and made suggestions accordingly. The buyer removed the garment and left it to be altered. He paid $30.00, all he had with him and left, saying he would bring the amount yet due when he came for the coat. That salesman made a ten dollar sale. The customer came in for a $30.00 coat, bought a $40.00 garment and was better satisfied. He sold himself the $30.00 coat. The salesman sold him the additional $10.00 in value.

But somebody says: "That will not happen very often." Well, suppose it does not. How often has a man been elected President of the United States in recent years without putting forth every possible effort in order to win? Let us suppose this plan succeeds only once out of three times, without offending the customer. It adds that much more value to the services of the salesman. By taking an interest in his customers, studying their needs and doing everything possible to satisfy their wants, a young salesman employed in a Cleveland clothing store has pushed his sales up to nearly $100,000 a year. In the three summer months of June, July and August, usually the three worst months of the year, his sales have amounted to $30,000. This shows the money value of taking an interest in people and sincerely striving to serve their needs.

Appeal to Spirit of Ownership: Permit us to call your attention to one thing in connection with the overcoat incident that might have escaped your notice. The salesman created a special desire for the coat after the customer had put it on. Do you realize that as soon as an individual gets into a garment and looks at himself in the glass, that garment immediately and unconsciously becomes a part

of him? A feeling of ownership asserts itself. Put on a hat, a coat, a pair of gloves or a pair of shoes, and if they fit, you want to keep them. That is the reason every good salesman induces his customers to "try on" the shoes, gloves or garment he is showing, although he may not really understand the psychological effect of such a practice. If you, as a salesman, are not selling goods that can be tried on, a somewhat similar effect can be produced by letting the customer handle your commodity.

Operating Machine Aids Interest: If you were selling automobiles you should get the prospect into the car—not in the back seat, but in the front seat—and if practicable, let him operate it part of the time. He would, in this way, have his hands on the most vital part of it. The vibration and pulsation of the machine would enter into his whole system. He would unconsciously become a part of it and it would become a part of him. There would be an attraction between the two, an affinity, if you please. He would thrill with a sense of ownership. You can apply this principle to the sale of any kind of goods. Have you ever seen a successful candidate for office shake hands with his left hand the day after election? Human nature likes contact with the thing in which it is interested. If you are selling any kind of mechanical device, typewriter, cash register or adding machine, you should have the prospect operate it—at least, to some extent.

Interest and Desire Not Identical: A great many salesmen have a fatal weakness in their selling talk right at this point and we want to indicate it so clearly that every reader, no matter whether a salesman or not, will fully appreciate it. This mistake consists in thinking that

because an individual is interested in a proposition he wants it, and for that reason it is unnecessary either to produce conviction or create desire. The author has looked upon a pure white thorough-bred Arabian horse and was deeply interested, but had no thought of desiring the animal. He has stood before Niagara Falls for hours and gazed upon nature's marvelous work. He was interested, but not because he had any idea of desiring the Falls. He has stood on the top of Pike's Peak and viewed the surrounding country with a great deal of interest, but there was no desire mingled with his interest. Do not think that, because you show your goods to an individual and he greatly admires them, he is going to buy without first being convinced that they are worth the money, or are to his advantage. Conviction and desire are the result of an appeal to emotions entirely different from the appeal to mere human interest. The whole world can be and is interested through curiosity—mere curiosity. Please remember that and do not jump to the conclusion that because people are curious they are necessarily going to buy.

Persuasion Intensifies Desire: "Persuasion, on the heels of argument, intensifies desire." Here the prospect must be shown tactfully how possession of the article will be of profit to him personally. Possibly the best method of persuasion is the subtle suggestion which pictures to the prospect the satisfaction or actual gain which ownership would bring. Argument gives a man evidence that prompts him to act of his own volition. Persuasion is the added influence of the salesman's personality, plus the appeal to the emotions that brings a decision when the man himself hesitates.

SUMMARY TO CHAPTER XVII

Desire is an earnest wish for something to satisfy a want and the excitation to action for the purpose of procuring it.

Desire is created by effective appeal to one or more of the following motives: profit, pleasure, ambition, caution, fear, love, pride and usefulness.

Mix your selling talk with logic.

A salesman must analyze his prospect and concentrate on the motive he feels will best reach him.

Self-interest is usually the dominating motive in human life and the salesman's proposition must satisfy this desire.

QUESTIONS AND EXERCISES

1. Formulate a definition of desire in your own words.

2. Mention articles that could be sold by using the various motives.

3. Concentrate your mind on some choice article of food for a short time. Do you notice any indications of desire? What?

4. Give an illustration, from your own experience, of buying because of one or more of the impelling motives.

5. Under what conditions should a salesman appeal to the motive of caution or fear?

6. Contrast the use of these various motives as used by the actor, salesman, minister, lawyer and doctor.

7. Distinguish between interest and desire by illustration.

8. What is the advantage of having a prospect handle the goods?

9. Give some reasons that might cause lack of desire.

10. What is the effect of one's mental attitude on his success?

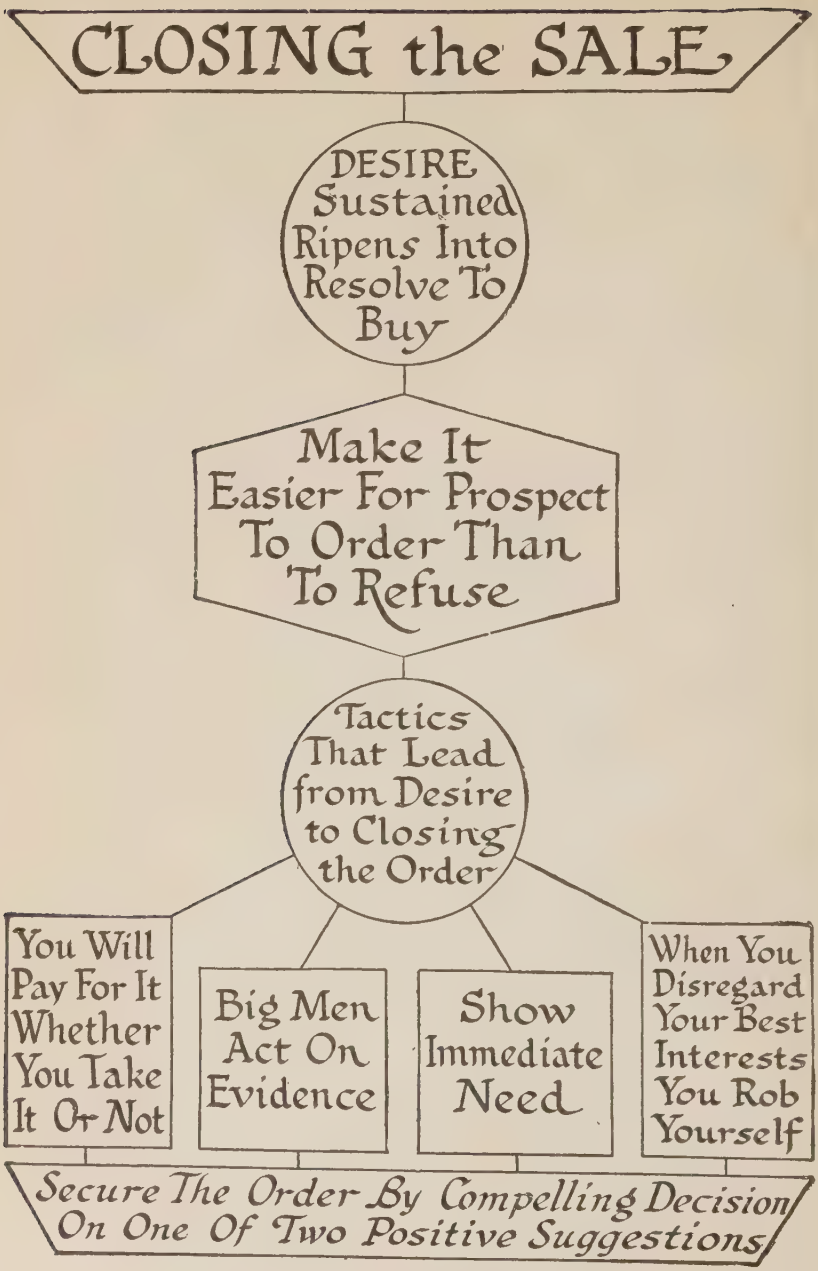

CLOSING the SALE
DESIRE Sustained Ripens Into Resolve To Buy
Make It Easier For Prospect To Order Than To Refuse
Tactics That Lead from Desire to Closing the Order
You Will Pay For It Whether You Take It Or Not
Big Men Act On Evidence
Show Immediate Need
When You Disregard Your Best Interests You Rob Yourself
Secure The Order By Compelling Decision On One Of Two Positive Suggestions

CHART XVII. CLOSING THE SALE

CHAPTER XVIII

CLOSING THE SALE

Changing Desire Into Resolve: Sustained desire ripens into resolve to possess, and that is the next step in the law of sale. Decision to buy very often follows so closely upon the heels of desire to possess, that some may think that resolve is a part of desire. But it is not. It is a distinct act in itself. A person may be convinced that a certain property is a bargain. He may desire it and still not resolve to invest because he does not care to assume the responsibility or be bothered with it, or it may be fear that keeps him from buying—a baseless negative fear. His mind, therefore, goes off on a tangent and it must be brought back to the arrow. How can it be done?

A Successful Method: Here is a strenuous method that the author has used successfully. His argument was something like this: "Let us suppose that you and I are off in a corner of an office trying to figure out a method whereby we can both make some money. If I conclude this sale I will earn a profit at once, but it will be very small in comparison with yours, which will be continuous. You have made a careful study of this proposition. You are absolutely convinced it is to your advantage. Your reason and judgment are satisfied. Your judgment is your court of last resort. You are compelled to act in accordance with it in order to do yourself justice. If

you fail to act in harmony with your own convictions and your best judgment, you become at once an enemy to your highest interests. You stand in your own light. You simply rob yourself of money that rightfully belongs to yourself, your wife and your children. When I am convinced that my proposition is to a man's advantage and will make him money, and then fail to urge him to take it, I feel that I am not giving him a square deal, and I feel just that way about this proposition, and that is the reason I am so insistent. When you get it and make the profit out of it these other men are making, whose letters I have shown you, and who are similarly situated, you will thank me for inducing you to make a prompt decision."

This argument, arranged to suit a particular situation, has helped to close a large number of sales.

Closing the Order: "All right," the prospect replies, "I will take it, but not before the holidays," or spring, or some time three or four months in the future. His mind goes off on another tangent—away past the bull's-eye. You have approached him correctly. You have won attention, quickened interest, produced conviction, aroused desire, and urged him to buy. In other words, you have done six-sevenths of the work. Are you going to lose the sale after so much hard work and the order just within reach? This is the climax. You must exert yourself to your utmost to close the deal at once.

Do It Now: Let us examine the situation a bit. If you are selling a specialty, whether you have competition or not, you should close the order on the first interview if you can. Right here is where the good salesman adds largely to his income. But let us suppose that you are

not a specialty salesman. Let us assume, for illustration, that you are selling paint. Mr. Merchant says he will buy but he will not take it until a future time. What are you to do? In some instances it is wise not to push the sale. Here is where judgment is desirable. Let us suppose that you let him go, and when you come back three months hence you find him stocked up with your competitor's goods. What would you think? That very thing will happen many times unless you are an expert and are able to make such an impression on your prospect that no other salesman can possibly sell him.

Sell Service With Your Goods: In order to hold a merchant you must sell him more than mere paint. You must sell him service, information, confidence, and satisfaction. If you fail to satisfy a customer at all points, it will be comparatively easy for a competitor to take him away from you. No matter what line of goods you are handling, "satisfaction"—intangible, imponderable, and invisible—is your chief commodity. In order to make a compelling appeal you must show that you are not only willing but also able to give him information that will actually help him to sell what he has bought from you. A merchant likes to deal with such a salesman. It gives him an advantage over his competitors.

Success of This Method: The above is one of the methods used by the star salesman of a great paint company. This man has captured many prizes offered by his concern. He never urges a sale when he is convinced that the time is not ripe to sell, but he is such an artist in the use of suggestion that the merchant waits for him to return. He not only uses the selling arguments issued by

his house but he tests all the paints by using them on his own buildings. In this way he is able to put a degree of conviction into his selling talk that otherwise would be impossible. This salesman has character, ability and judgment. This type of man establishes confidence, produces conviction and builds up the business. It is a rare thing for a competitor to sell to one of his customers.

Danger of Being Too Easy: Factors that affect the paint business are equally true of shoes, dry goods, clothing, groceries, and similar lines. If you persist in selling a man, when your good judgment tells you that it is not wise for him to buy until you come around again, the chances are you will antagonize him. He will feel that you are not concerned in his business success, and that you are only interested in what you can get from him. That feeling destroys confidence. But if you are not extremely wise and careful, you will be too easy and lose heavily for that reason. A man who says he does not want anything, does not always mean what he says. The salesman who sells only to the man who is ready to buy will not make money enough to pay his railroad fare. *Be diplomatic, but be firmly persistent.* If you are going to overdo either side, by all means overdo the side of perseverance. The author has spent a total of seven days in a man's store before selling him. If the proposition had not been fought out with him in this way, the sale would not have been made. A specialty salesman has been known to observe a man all day in his store and watch every move in order to get information that would enable him to make a strong presentation and get the order. Persistent concentration and bulldog determination did it. When the transaction was finally consum-

mated it meant a great deal more to the buyer than the seller.

Talking Too Much: A prize fighter does not punch his opponent until he is down and out, and then keep on striking him. He knows better. A carpenter does not hammer a nail after it is all the way in and clinched. If he did he would loosen it. Many a salesman pounds away to get an order after it has been thoroughly clinched in his prospect's mind. He sometimes talks the man into buying and then talks him out of it. Such a salesman fails without knowing why. He believes that no one could have obtained the order. He made the sale and lost it but does not realize it. Such men do not believe that salesmanship can be taught. They are ignorant of certain laws of sale, and what is far worse, they are ignorant of their own ignorance.

Knowing When to Close: Salesmen often reach the point where their prospect is ready to buy, then talk in a circle and lose the sale. It has been found necessary in field training men to use a signal code in order to get the salesman to close when he should. The untrained salesman who tries to work out his own salvation unaided loses much business and, therefore, much profit.

Be Serious: When approaching the order point, do not joke. Omit remarks about having "a nice new pen." That is irrelevant, distracting and hurtful. Be as serious as when presenting your arguments.

Suggestive Closing: The following strategy may be used in selling any line of goods. Suppose the prospect is very much interested and acts as if he expected to buy, but he has not so indicated. You might say: "Mr.

Brown, this machine has three finishes, the nickel, bronze, and gold. Which finish appeals to you most, or which do you like best?" If he queries, "Well, which do you consider best?" give him your opinion and your reason. That induces him to express a preference one way or the other. Fall in line with his views immediately, and say: "All right, I will make it that finish." When he asks for your preference you are almost certain he has decided to buy, and if he permits you to put down that particular finish without protest, you are about nine-tenths sure of him. Come in a little closer with your next question. You suggest: "Most people are satisfied to have their machine come by freight, but a good many are anxious to get it as soon as possible, and so order it sent by express. Would you want it shipped by express, or are you willing to wait for about thirty days for it to reach you by freight?"

Observe the Affirmatives: In this proposition we have given him a choice of two methods, but notice that neither one affords him an opportunity to say "no" in regard to the proposition. We have assumed that he is going to buy. We have eliminated the idea of buying entirely from his mind. His attention has been concentrated on something else—the method of getting the article. This is superlative selling strategy. Study it carefully. Here is the way the greatest newsboy in the world handles a similar situation. He meets you and says: "Want a paper?" Oh, no, he does not do it that way. (He would not be the richest newsboy in the world if he did.) He says: "Which will you have—the Herald or Tribune?" He takes it for granted that you expect to buy one of the papers, and you fall in with his assumption. In taking

an order the wise salesman asks: "Do you wish to pay cash or have it charged?" You can apply this strategy in closing any kind of sale in any line of business.

The Strong Positive: There was a circus in town and a small boy rushed up to his father and exclaimed: "Pa, give me a quarter. I want to go to the circus." The father replied: "Go away and don't bother me." "But urged the boy, "the parade is coming right down Main street now, elephants, lions, tigers and everything, and I've just got to do." The father yielded when he heard that plea, and responded: "Here, take the quarter and go on." The average boy uses better salesmanship on his father when he wants money for a circus ticket than does many a salesman in selling goods.

Clinching Resolve: "You know how the clever salesman manipulates his talking points, always holding back some extra strong reasons for the final effort. And his argument culminates in the climax or the clincher. As you hesitate, undecided whether or not to order, the shrewd salesman shoots at you one last advantage which he has held in reserve."

$25,000 a Minute: The following illustration shows how a college president sold an idea. One of the buildings of Wooster University burned down one night. On the following day the youthful, boyish-looking president, Louis E. Holden, started to New York City to see Andrew Carnegie. Without wasting a minute in preliminaries he began: "Mr. Carnegie, you are a busy man and so am I. I won't take up more than five minutes of your time. The main building of Wooster University burned down night before last, and I want you to give us $100,000 for a new one." "Young man," replied the philanthropist,

"I don't believe in giving money to colleges." "But you believe in helping young men, don't you?" urged President Holden. "I'm a young man, Mr. Carnegie, and I'm in an awful hole. I've gone into the business of manufacturing college men from the raw material and now the best part of my plant is gone. You know how you would feel if one of your big steel mills were destroyed right in the busy season." "Young man," responded Mr. Carnegie, "raise $100,000 in thirty days and I'll give you another." "Make it sixty days and I'll go you," replied Dr. Holden. "Done," assented Mr. Carnegie. Dr. Holden picked up his hat and started for the door. As he reached it, Mr. Carnegie called after him, "Now remember, it's sixty days only." "All right, sir, I understand." Dr. Holden's call had consumed just four minutes. The required $100,000 was raised within the specified time, and when handing over his check, Mr. Carnegie said, laughing, "Young man, if you ever come to see me again, don't stay so long. Your call cost me just $25,000 a minute."

Reasons Why Holden Won: First, you will notice that Dr. Holden dispensed with all the preliminaries and began talking business at once.

Second, notice Mr. Carnegie's objection and Dr. Holden's answer. Dr. Holden's sentence reply to Carnegie's sentence objection won the $100,000. Don't you think Dr. Holden could well have spent five years of his life in special study in order to win the $100,000? Suppose President Holden had tried to answer Mr. Carnegie's objection that he did not believe in giving money to colleges. If he had he would have begun with a tiresome defense of the value of a college education. But he did not. He understood human nature in general, and

"Carnegie nature" in particular, too well to make such a blunder. He knew that Carnegie's system of making such young men as Schwab and Corey his partners, was the wonder and admiration of the business world. He realized that Carnegie was not much concerned about colleges but that he was immensely interested in young men, and had a tender spot in his heart for them. Dr. Holden touched that tender spot. How did he do it so spontaneously? He was prepared. He had thoroughly analyzed his prospect, and knew just how to approach him

Do It Now: After making your plea and coming up to the order point you will often meet this evasion: "Well, I will think it over and let you know in a few days." The salesman who can produce conviction and compel immediate action is earning a large salary. The following line of argument is very effective in overcoming indecision:

An Effective Argument: *I appreciate your desire to give the matter further thought, Mr. Blank, but you are really better prepared to act to-day than you will be in a week from now. You see we have talked over every point carefully. The reasons are clearer in your mind now than they will be later. Your good judgment tells you that to decide NOW is the wise thing to do. It will take a little courage on your part to do it. You know it is the easiest thing in the world to put off making a decision. But you will agree with me, Mr. Blank, that one of the strongest characteristics of successful men is their ability to act after deciding that it is the wise thing to do. Your judgment and intelligence tell you this is the thing you ought to do; your feelings and best interests make you realize it. It is only necessary now for your will*

to act and that can be done by putting your name on this line right here.

How to Meet Competition: The best way to meet competition is not to recognize it, except in a kindly way. Do all your talking about your own proposition. Remember that every knock is a boost. We believe in elimination by substitution. Eliminate the other fellow's proposition by putting up one which is so much better that your prospective customer will forget all about what the other salesman offered. Arrange your strategy so as to convince your prospect that you are working for his interests.

Important Hints: Never linger after you have taken a man's order and thoroughly clinched it. If you do you are killing his time and your own, and he might change his mind. There are a great many new inventions on the market that are revolutionizing business. Every merchant is under obligation to himself to see what you have to offer. Few first-class salesmen use cards to introduce themselves. When you present a card your prospect looks at the card and away from you. In so doing you lose his eye and your influence is diverted.

A Discourteous Merchant: A traveling salesman has often entered a store when the proprietor was busy waiting upon a customer. After the merchant was through he would go over to his desk and busy himself with his books—that is, apparently, but in reality he was killing time with the hope that Mr. Traveling Man would leave without approaching him. Finally, when the salesman tried to open the conversation, the merchant would act more like a bear than a civilized man. Without looking up he would say something like this: "No, I don't want

anything to-day and I haven't time to talk to you." He would leave the traveling man standing by his desk without a word of civil greeting or dismissal. This gave the salesman the choice of beginning a verbal battle or of retreating in confusion.

A Courteous Contrast: In contrast with this discourteous, unbusinesslike, and unprofitable way of dealing with the public, let us see how a gentleman and a diplomat handles such matters. Here is the method used by the late Senator Gorman of Maryland. The salesman approached the Senator and stated the object of his visit. The Senator responded: "I am very glad to meet you, but I regret that my time is so taken up that I am unable now to look into your proposition." The Senator then arose and walked to the door with his caller. When he reached the door he extended his hand very cordially and said: "I am very glad to have met you and only sorry that I cannot give your proposition the consideration which I am sure it deserves," and then ushered him out. This is the kind of courtesy that transformed Senator Gorman from a page in Congress into one of its great leaders. What a blessing to the business world such civility would be! It costs nothing either in time or money, but it adds profit, pleasure and happiness. It raises the standard of civilization.

Clear Thinking Underlies Winning Argument: In closing a contract, making a sale, discussing an advertising plan, or in judging conditions which have an influence over future activity, argument is an outstanding factor in reaching well-based conclusions. The speaker or writer who logically and clearly combines ideas and facts, and

presents them understandably, is the one who achieves his purpose.

The same idea is expressed in "How to Argue and Win," by Grenville Kleisers (Funk & Wagnalls Co., New York). "The very life of modern business is inspired largely by interchange of ideas and opinions. The heads of many houses meet . . . to determine questions of policy and to discuss important problems. At such meetings it is the man with ideas, one who can formulate his arguments clearly and effectively, who wins."

Thinking is such a natural function, Mr. Kleiser points out, that it hardly seems necessary to study it, yet clear thinking is very uncommon. Many men can argue, but few can argue and win. In spite of knowledge of facts and validity of proposition, an argument may be lost through lack of method in presentation and lack of organization, material, force and personality. "When we have proofs, they must not only be true but must be demonstrated to be so. Volubility is one of the most destructive forces in argumentation."

Mr. Kleiser develops interesting chapters on clearness, conciseness, use of words, logic, and similar related topics, all focusing on the principles and methods which create clear thinking and a consequent clear argument for any worthy cause.

Old Newsie Gets Costly Lessons in Salesmanship:

"All about the shipwreck; see it in the News!"

"Paper!" shrills the voice of another newsboy.

"Great uprising in Ireland; all in the Times!"

"Paper!" comes again the cry.

All day long passersby are amused by the salesmanship

efforts of the newsboy in proclaiming his wares, while the rival vendor reaps the profit and saves his voice.

Morning, noon and night the two stand on one corner. The one, an aged man, shouts his choicest stories. The other, a sly-eyed youngster, remains silent until the crucial moment. Then, when the older newsie is about to tell where the shipwreck or the uprising may be read, the other drowns out the word with the name of his own paper.

At each outcry of his young rival the old man looks at him, hitches up his bundle and sings out:

"Congress votes on———." "Times! Paper!" cries the young newsie and makes another sale. He makes sales because he offers his wares in the right way at the right time.

SUMMARY TO CHAPTER XVIII

Desire sustained creates a resolve to possess.

All thought tends toward action, so it is necessary to create right thinking.

Use any reserve material at this time and be prepared to neutralize any objections raised by the prospect.

Be serious and do not talk too much.

Sell service with your goods.

Talk *you*, not *I* or *we*.

The salesman should avoid antagonizing individual opinion and prejudice. He should direct the conversation without seeming to lead. This is especially necessary in meeting the personal kind of objections.

It is not what an article costs, it is what it saves and earns for the buyer.

QUESTIONS AND EXERCISES

1. Distinguish between the meaning of desire and resolve.

2. What are some of the dangers that most salesmen encounter at this point?

3. Give a closing argument that you have used, or might use in selling any article of your own choice.

4. Is it well to argue with a prospect?

5. Why did President Holden close the sale in so few words?

6. What is the difference between an item of expense and an investment?

7. Do you think a sale can be closed every time on the first call?

8. Just how would you determine how far to urge the close of a sale on the first interview?

9. In case you are sure it is not best to attempt further argument, how should you leave your prospect?

10. Suppose you were a buyer, how would you dismiss a salesman in whose proposition you were not interested?

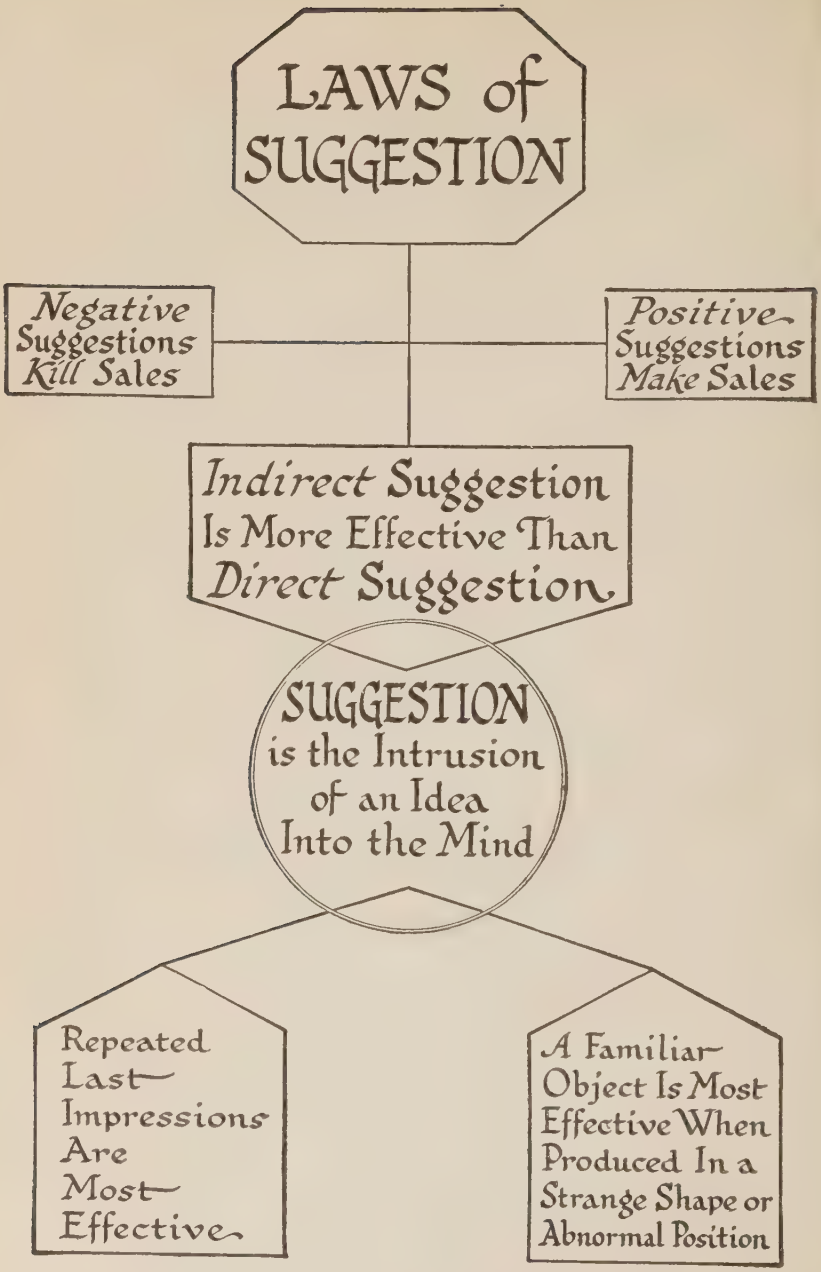

LAWS of SUGGESTION
Negative Suggestions Kill Sales
Positive Suggestions Make Sales
Indirect Suggestion Is More Effective Than Direct Suggestion
SUGGESTION is the Intrusion of an Idea Into the Mind
Repeated Last Impressions Are Most Effective
A Familiar Object Is Most Effective When Produced In a Strange Shape or Abnormal Position

CHART XVIII. LAWS OF SUGGESTION

CHAPTER XIX

LAWS OF SUGGESTION

The Importance of Suggestion: To understand thoroughly the law of suggestion in its relation to business and its power to influence people, is to greatly increase one's earning capacity and ability as a leader of men.

The Power of Suggestion: The word suggestion means very little to the average man, and yet suggestion exercises a marvelous power in politics, religion, medicine, business, salesmanship, and advertising. Even the functions and sensations of the body are under its influence.

Suggestion Defined: The following definitions by two prominent psychologists will help us. H. Addington Bruce says: "By suggestion is meant nothing more than the intrusion of an idea into the mind with such skill and power that it dominates and for the moment disarms or excludes all other ideas which might prevent its realization." Let us remember that the tendency of every suggestion is to result in action, which is in harmony with the suggestion.

Professor Boris Sidis, M. A., Ph. D., says: "By suggestion is meant the intrusion into the mind of an idea, met with more or less opposition by the person, accepted uncritically at last, and realized unreflectively, almost automatically.

Illustration of Effectiveness of Suggestion: In order to give a full description of suggestion and make its boundary lines clear, distinct, and definite, let us take a few concrete cases and inspect them closely.

"I hold a newspaper in my hands and begin to roll it up; soon I find that my friend sitting opposite me rolls his up in a similar way. This, we say, is a case of suggestion.

"My friend, Mr. Adams, is absent-minded; he sits near the table thinking of some mathematical problem that baffles all his efforts to solve. Absorbed in the solution of that intractable problem, he is blind and deaf to what is going on around him. His eyes are directed on the table, but he appears not to see any of the objects there. I put two glasses of water on the table, and at short intervals make passes in the direction of the glasses—passes which he seems not to notice; then I resolutely stretch out my hand, take one of the glasses, and begin to drink. My friend follows suit—dreamily he raises his hand, takes the glass, and begins to sip, awakening fully to consciousness when a good part of the tumbler is emptied."

Important Factors of Suggestion: It is of the utmost importance for the salesman to know how to make his suggestions create a deep impression on his prospective customer's mind. Professor Sidis through the facilities afforded by the Psychological Laboratory of Harvard University and the Pathological Institute of the New York State Hospitals, has conducted more than 8,000 experiments relating to the subject of suggestion.

Result of Eight Thousand Experiments: The purpose of his experiments was to find the rates of efficiency of

various modes of suggesting ideas and he gives us an analysis of those experiments which is of inestimable value to the salesman and the advertising writer.

"Arranging now the factors in the order of their suggestibility, we have the following table:

	Per cent
Frequency and last impression	75.2
Last impression	63.3
Frequency	42.6
Repetition	17.6

"Comparing now the suggestibility effected by different factors,* that of the last impression stands out most prominently. *The 'last impression' is the most impressive.* Our daily life teems with facts that illustrate this rule.

Importance of Last Impression: "The child is influenced by the last impression it receives. In a debate, he, as a rule, gains the victory in the eyes of the public, who has the last word. In a crowd, he moves and stirs the citizens to action, who makes the last inciting speech"

Always remember this principle of suggestion when you are leaving your customer. If he has given you a good order you should express your appreciation, and you might say: "You are going to be well pleased with this order when it arrives, Mr. Brown, and it is going to bring you some very profitable business, too, as quickly as you follow the instructions you will receive from our advertising department, which you will find packed with your order." Don't say: "I hope you will like these goods when they arrive, Mr. Brown." That is negative.

*The figures bring out the relative rather than the absolute suggestiveness of the factors studied.

If you are a salesman in a retail store, try to learn what is the most valuable suggestion you can give to your customer when he has completed his purchases from you and is about to leave; then make that suggestion in your parting remarks.

Frequency: "Frequency comes next to last impression and precedes repetition. This may be explained by the fact that in repetition the suggestion is too grossly obvious, lying almost on the surface. The mind, therefore, is aroused to opposition, and a counter-suggestion is formed; while in frequency, the suggestion, on account of the interruption, is not too tangibly obvious. The opposition, therefore, is considerably less, and the suggestion is left to run its course."

"Repetition is the most unfortunate mode of suggestion, while the best, the most successful of all the particular factors, is that of the last impression—that is, the mode of bringing the idea intended for suggestion at the very end. This rule is observed by influential orators and widely read popular writers; it is known in rhetoric as bringing the composition to a climax. *Of all the modes of suggestion, however, the most powerful, the most effective and the most successful, is a skillful combination of frequency and last impression . . .*"

Suggestion by Display—Choice Suggestion: "From suggestion of ideas I turned to suggestion of movements, of acts. In these experiments on choice of suggestion the following six factors were studied: *Abnormal position, colored cover, strange shape, color verbally suggested, place verbally suggested, and environment.*"

Direct and Indirect Suggestion: Professor Sidis explains that he classes the first four factors in the following

table as modes of *indirect* suggestion and the last two factors as modes of *direct* suggestion. The following table of total suggestibility in choice suggestion is given to us by Professor Sidis as the result of thousands of experiments which he and his colleagues have conducted:

PROF. SIDIS' TABLE OF TOTAL SUGGESTIBILITY

INDIRECT SUGGESTION

	Per cent
Strange shape	56.
Abnormal position	53.2
Environment	52.6
Colored cover	43.9
Total Indirect Average	51.4%

DIRECT SUGGESTION

Color verbally suggested	33.3
Place verbally suggested	19.9
Total Direct Average	26.6%

"A mere glance at this table shows the great difference of the two types of suggestion; and this difference becomes yet more striking if we take the rate of the average total suggestibility of the first type of factors and compare it with that of the second. For the average total of the first four factors amounts to as much as 51.4%, while that of the last two amounts only to 26.6%. The one rate is about twice the other. The conclusion is obvious, as it lies now before us clear and distinct in its outlines . . .

"Color verbally suggested and place verbally suggested, factors which we classed in the type of direct

suggestion, we find are only relatively direct. What we really must say of them is that they far more approach the type of direct suggestion than the other four factors do."

Importance and Use of Indirect Suggestion: Here is a valuable lesson for the salesman to take from the scientists' laboratory and apply to his every-day work in selling, advertising and in displaying merchandise. The successful salesman is the one who takes these laws of psychology and suggestion out of the realm of theory and applies them to his practical work, and uses them in solving his problems just as the engineer or architect applies the laws of engineering. The following are important fundamental principles of suggestion for the salesman to remember. *If you work in accordance with these laws they operate for you, and if you do not work in harmony with them they operate against you, as do all natural laws.*

Fundamental Principles of Suggestion: "A familiar thing in a strange, abnormal position or shape produces the most effective suggestion. A beautifully adorned object sheds glory on its homely neighbors and makes them more conspicuous."

"In the normal state, a suggestion is more effective the more indirect it is, and in proportion as it becomes direct it loses its efficacy."

"Normal suggestibility varies as indirect suggestion, and inversely as direct suggestion."

"Abnormal position, strange shape and environment, are the most indirect, and they give the highest suggestibility."

"The buyer does not always choose the precise thing which the salesman suggests, but some other thing closely

allied to it. In case the suggestion is not successful, it is still, as a rule, realized in some indirect and mediate way. Man is not always doing what has been suggested to him; he sometimes obeys not the suggested idea itself but some other idea associated with the former by contiguity, similarity or contrast. Deep down in the nature of man we find hidden the spirit of suggestibility. Every one of us is more or less suggestible."

Indirect Salesmanship: The greatest selling strategy in the world is indirect salesmanship. A vast number of men go around the country saying interesting things all the time—more than 1,000,000 of them are traveling salesmen. Suppose this group were to decide to-day to sell Hoover, or any other man in this country. You are on a train for New York. A man enters at the first stop. You fall into a conversation with him, and he says: "Hoover is O. K." You may resent his statement somewhat. Another man gets on at the next station and says the same thing. You resent his assertion less than when the first man made the suggestion to you. If six men tell the average American man the same thing six times in succession, he is very unusual if he does not get off the train and offer it as his own opinion. If six or seven men were to tell you in the course of a day that you were very pale and looked sick, the chances are that you would go home, tumble into bed and send for the doctor. The power of adverse suggestion has been demonstrated in this way repeatedly.

Value of Suggestion to Salesman: Here, then, lies a wonderful latent force which few men use effectively. Study the results of Prof. Sidis' experiments, his explanations and the principles of suggestion given to you in this

chapter until you can apply them in your daily, social, and business life. The natural laws of suggestion are operating continually in your mind and in everybody's mind, whether you recognize them or not. A suggestion in the prospective customer's mind always works for or against the salesman.

Positive and Negative Suggestion: Sales are made by using positive suggestion, and sales are lost by using negative suggestion. The author was in a grocery store one day and the salesman suggested to his customer: "You wouldn't want any oranges, would you?" She replied, "No." He told her she did not want any. When the human mind is in a state of indifference, it can always be counted upon to act negatively in response to a negative suggestion. Every such suggestion is an apology, and yet nine-tenths of the salesmen of this country use the negative because they have been educated that way. The man who is so ashamed of his proposition that he makes his approach with an apology, is not making a sale, but killing it.

A retail store has been very successful in selling oranges by putting a beautifully decorated card in the window, which read: "The doctor says, 'Eat oranges,' 39c a dozen." The impression that statement made on the author's mind was, if the doctor's advice is "Eat oranges," he had better do it, or he might get sick and have a doctor's bill to pay.

An artist came to the author's office once with a picture in his hand and inquired: "I don't suppose you want to buy a picture, do you?" The author's reply was that he did not. "I didn't suppose you did," was his reply. The author was in an implement store one day when a

farmer came in. The dealer asked, "You don't want to take a wagon out with you to-day, do you?" The farmer answered in the negative. Why shouldn't he? Isn't that the answer the dealer expected? Let me illustrate a negative suggestion in another way. Suppose a young man decided to get married, and hesitatingly proposed in this fashion: "Mary, you wouldn't want to get married, would you?" Do you think Mary would say "Yes"? Not unless she thought it was her last chance.

A Shrewd Use of Suggestion: The author wanted to buy a black, light-weight overcoat, and called upon several of the clothing stores to see if they had the kind of coat wanted. In one place the salesman said: "We haven't what you want in black. You wouldn't want a grey Oxford would you?" The author took his word for it and replied, "No." In another store we discovered that the tailor understood positive suggestion. The author did not say he wanted to purchase a coat, but merely stated he was "just looking." After satisfying the author with the quality of the goods, the tailor inquired: "Do you want a velvet collar, or one made of the same material as the coat?" A pair of positives, notice, yet the tailor had not been told that a coat would be purchased. The tailor continued: "We will make you a collar of each kind and you can have it changed when you desire it"—a positive clincher. The author was shown styles and questioned as to whether he preferred the coat made loose or close fitting. The tailor had landed the author with five positives. Entering the store undecided, the author emerged with the tailor the richer by the sale of a coat. Positive suggestion did it.

One Department Helps Another by Means of Suggestion: The repair shop in connection with a shoe store did a desultory business. The manager instructed his salesmen to ask each customer after he had made a sale: "Now, would you like to have your old shoes half-soled? We maintain a repair shop, and can deliver them promptly." As a result, the repair-shop business increased 30% within a month. One department store improved its business more than $5,000 a month in sales that were the direct result of salespeople on one floor suggesting to the customer an attractive offer in some other department, and giving the customer a card of introduction to the salesman in that section.

Another Illustration: I went into a store one day to buy a collar. I told the proprietor the size and style I wanted. Ignoring my statement, he opened the collar box and inquired: "How many do you want—four?" I asked: "How does it happen that you ask me if I want four collars when I said I wanted only one?" "Well," he replied, "I thought maybe you could use them." Suggestion, you notice. I told him I would take two. Then he added with a smile: "The next time I will ask you to take eight."

"Something?" A Bad Approach: On another occasion when I wanted a collar, the salesman asked: "Something?" Now, why didn't that salesman take it for granted that I was there to buy, and ask me a positive question instead of a negative one? If that salesman woke up at three in the morning and found someone going through his pockets, do you think he would raise on his elbow and inquire: "Something?" No, he would know the man was there for "something." If the salesman

were in a mental attitude of positive expectancy he would be more likely to ask his visitor what he could do for him than to offer a negative suggestion. Indifference is always negative, and it is one of the most demoralizing and sales killing influences among the salespeople of this country.

Chloroforming the Mind: But to go back to the collar. As I handed the salesman the pay for the collar, he inquired: "That's all, is it?" and I walked out. Instead of chloroforming my mind into inaction by saying "That's all," suppose he had suggested two collars and called my attention to ties, shirts, handkerchiefs or socks, some of which articles most men usually need. It is the business of the salesman to do some thinking for his customers. If he does not, someone else, whose mind is awake, will do it and make the sales.

Thinking for the Customer: A salesman said a man came in one day to get a $1.50 shirt. The salesman promptly showed him the garment. The prospect and his wife were pleased and decided to take it. The salesman, however, was not quite satisfied. He decided to use suggestion. He placed a $2.50 shirt and the $1.50 shirt side by side. The customer talked about the cheap shirt, and the salesman discussed the higher priced one. Result: the man bought two $2.50 shirts and liked them so well that he came back the next morning and purchased another at the same price. It is suggestion of this kind that gets results and gives better satisfaction. In another chapter reference is made to a salesman in a clothing store who has pushed his sales up to nearly $100,000 a year by this process.

Negative Suggestion Loses Sales: Here is an illustration which shows the effect of a negative suggestion. A farmer came to town to buy a self-binder. He looked at one binder and was so well satisfied that he was about to take it. At this point the salesman, thinking he would make a hit and close the sale immediately, said: "I'll tell you, this binder has given us very little trouble." Now, the farmer was not looking for a machine of that sort. He had enough troubles of another kind and did not want even *a little trouble* with a binder. That one suggestion scared him away. He went out and bought from a salesman who declared positively: "This binder has given excellent satisfaction."

A Keen Positive Suggestion: I once saw the advertisement of a top-buggy in a mail order catalogue. The price printed under the buggy was $39.00. Alongside the buggy in big letters was this statement: "Don't buy a cheap buggy." The whole advertisement carried the idea of exceptional value. It brought many orders. It gave the impression of big value at a low price.

Avoid All Negative Suggestions: Never make a negative suggestion to a customer. Thousands of dollars' worth of sales are lost in that way. If you are showing him hats and think you might sell him a Panama, do not ask: "I don't suppose you would want a Panama, would you?" How do you expect to sell a Panama if you suggest to your prospective customer that he doesn't want it? Instead, you might say: "We have some handsome Panama hats here that I consider very fine." Then find one that is the type of hat your prospective customer wears, and say enthusiastically: "Here is the style that is particularly becoming to you."

Some Illustrations: Do not say to a person when showing an article: "That doesn't look bad." It would be better to say: "That looks very fine." When you think your prospective customer has purchased all he desires, don't inquire: "Now, will that be all?" It is better to ask: "Now, what else?" or, "Isn't there something else you would like to see?" This way of putting it induces the mind of the customer to think of things he needs, or may have forgotten. Always use the positive form.

Man is a Creature of Suggestion: Dr. Walter Dill Scott has said: "Man has been called the reasoning animal, but he could, with greater truthfulness, be called the creature of suggestion. He is reasonable, but he is to a greater extent suggestible."

Reactive Effect of Suggestion: The character of the salesman is affected by the use of good or bad suggestion. No matter whether the suggestion is good or bad, it is bound to react upon the character of the one who makes it. He cannot suggest life-giving, invigorating, positive, moral principles without being helped himself. It is impossible for one to think and talk and act in accordance with the great forces of life without being lifted up and inspired by his own message.

Importance of Auto-Suggestion: Just as a man can influence the subconscious mind of another by suggestion, so he can control his own subconscious mind by auto-suggestion. All we have to do is to determine on a certain course, and resolve to pursue it, and the subconscious self, which is a great force, accepts the suggestion, and helps us to develop new powers and carry out our purpose. In order to gain results which are worthy, we

must think in harmony with the great principles of truth and right. Truth perpetuates itself by virtue of its own inherent vitality. Every truth is itself a part of an organized system which is co-extensive with the Universe of God. On the other hand, every falsehood, every error, every wrong idea is a prolific source of possible evil, for no correct conclusion can be drawn from a false premise.

How to Develop Yourself: Make some careful experiments with auto-suggestion yourself. When you retire at night, impress your subconscious mind very strongly with the fact that you must awaken at a certain hour in the morning. Note the result. Try impressing some particular subject on your mind to be thought of when you first awaken. Repeat some formula of good cheer daily on arising, earnestly and honestly desiring to realize it. The following formula is suggested: "I will get all the comfort and pleasure possible out of this day, and I will do something to add to the world's happiness and well being. I will control myself when tempted to be irritable and unhappy, and I will look for the bright side in every event." Persevere in these and similar exercises in auto-suggestion, and you will gradually develop a strong winning personality, capable of commanding business success.

SUMMARY TO CHAPTER XIX

The law of suggestion is valuable in business and professional life.

Prof. Sidis has performed eight thousand laboratory experiments with remarkable results. He found that the last impression was the greatest impression.

A familiar thing in an abnormal shape is the most effective suggestion.

Indirect suggestion is better than direct suggestion.

Positive suggestion builds business. Negative suggestion kills it.

Auto-suggestion has a big influence on yourself.

QUESTIONS AND EXERCISES

1. Define Suggestion. Name two kinds.

2. Give an illustration of some suggestion you have either given or noticed.

3. What factors enter into the effectiveness of suggestion?

4. How does the advertising man make use of the law of suggestion?

5. When would you use indirect suggestion? When direct?

6. What is meant by auto-suggestion?

7. We suggest that several experiments be tried at this point by way of demonstrating this law, such as having students close their eyes and then have several bottles filled respectively with water, camphor, perfumery of various kinds, etc., and then by uncorking one and pouring some of the contents on the table or floor, have them raise a hand when they detect the odor, and of course the instructor will be continually suggesting such and such an odor when in fact he has used something else. Various original experiments may be tried to the surprise of the class.

CHAPTER XX

NATIONAL CASH REGISTER SELLING METHODS

Personal Experiences of the Author: The following is an approach that I have used with success in selling National Cash Registers: "Mr. Blank, my name is Knox. I represent the National Cash Register Company (wait a couple of seconds), and I want to show you how a modern National Cash Register system will increase your profits, stop losses in your store, and increase your business."

In that short opening statement, I appeal to his pocketbook and his curiosity. Both are quite necessary. He is interested in knowing how any machine will increase his profits. Furthermore, he knows he has some losses in his store. He would like well enough to see them stopped. So far so good. The two appeals are addressed to his self-interest and he understands them. But when I tell him I want to show him how to increase his business, he is immediately curious and will most likely say, "Well, I can see where you might increase my profits and stop losses in my store, but what I can't see is how you can increase my sales." This is just what I want him to say. If I can get a man so interested as a result of my first statement that he will ask for information, it is proof that I have made an impression favorable to my proposition.

When a merchant wanted to know how the thing could be done, I would immediately tell him that I could not very well explain it to him without showing him the register. Inasmuch as I had the machine set up in the sample room, I would ask him to come with me then, or just as soon as he could. In case he did not go I would make a definite appointment and call at his store at that particular hour to remind him if he had forgotten.

In making the sale there are seven distinct steps, as you have already learned. You must make the approach, get the attention, arouse interest, produce conviction, create desire, produce resolve, and force decision, which is closing the order.

Your selling and closing arguments may be brilliant. It may be impossible for a prospective purchaser to get around them. But of what value are they to you if you are turned down before you get a chance to use them? My definition for approach, therefore, is this: *The ability to create an immediate favorable sensation in your prospective purchaser's mind.*

I had apparently made a successful approach in dealing with a merchant in New York City, and arranged with him to meet me at the National Cash Register office at the corner of Broadway and 28th street, at three o'clock in the afternoon. Inasmuch as I did not want to take chances on his not coming, I called at his store just before three. He was out, but came in shortly. When he saw me he frowned and said he did not have time to go with me, as he was very busy, and had decided he did not want a register anyway.

In the morning he had told me of the changes he wished to make in his store and the advice he needed.

After I left him I called the office and arranged with a prominent merchandising expert to give this man twenty minutes of his time that afternoon. I have always found it good policy to do more for a man than he expected, so I came back at him this way: "Mr. Jones, I made an appointment with you to meet me at three p. m. at the National Cash Register office. But that was not all. I arranged with our greatest systems expert to give you half an hour of his time, absolutely free, in order to study your system and help you in any way he can. Now, then, if you do not keep your appointment, and our Mr. Blank loses his valuable time that he has kindly reserved for you, just see where it will place me. In fact, he will be likely to lose confidence in me. For my sake, under the circumstances, as well as your own, I want you to come. The elevated will be at the corner in half a minute, and if we hurry we can catch it." I exclaimed, "Come on!" and reached out as if to catch him by the arm and started for the door. The suggestion was potent. He came. When we got outside I wanted to keep his mind busy, and catch the first car, so I said, "Let us run." We ran, caught the car, and before we reached the demonstrating room I had sold him a $500 register from my catalogue. I showed him the register in the office. He signed the contract, gave me his check, and I turned him over to our systems expert. You see I did not antagonize him. I did the reverse. My argument was such that it shamed him just a bit.

Here is another: I stepped into a store, introduced myself to the proprietor, a fine old gentleman of about sixty or sixty-five. He smiled when I stated my business and said: "You are just wasting your time on me. Every National Cash Register man in this territory has

tried his best to sell me for twenty years, but they have all failed. I know it is a good thing and I may take a notion to buy one some time, but I am not interested now." It was Christmas week, and I came back at him like this: "For twenty long years you have been thinking about buying a National Cash Register, but you have not done what you know in your heart you should have done. You have paid the price of a register in losses, and no doubt a good deal more, too, every year during those twenty years, and still you did not get what you paid for. When I pay for a thing I need, I propose to get it. This is the last week in the year. You are going to pay for another nice new cash register next year, whether you get it or not. If I were in your place, I wouldn't be buncoed out of getting it any longer. I would get it and start the new year right."

I arranged to bring my sample to his store, and demonstrated it. He signed the order and kept the register. The price was $300.00. The right kind of an approach was responsible for doing it.

Here is another one. A little town in Iowa decided to have another store. It was blessed with only one. I heard about it and went out to look around.

A fire insurance agent and I reached the store at the same time. He said he was in a hurry for he wanted to go out on the next train, which was due in an hour. I told him to go ahead. He insured the store and left. I approached the farmer who was starting the store and he replied: "No, the register costs too much and I can't afford it." I said, "You have just insured your store at a premium of forty-six dollars and twenty-five cents a year. In ten years that will amount to over $460, and what chance do you think you have of burning out?"

He said he did not know. "Well," I continued, "according to fire insurance statistics you have just one chance in sixteen hundred. Think of it! And yet you are not willing to take that chance, and I think you are wise. But look here. You cannot expect to run a store without losing at least a quarter a day as a result of mistakes in change, and twenty-five cents a day more for forgotten charges, can you? No. That is an absolute loss. You believe the register will stop these losses and absolutely pay for itself in a short time. If you lose half a dollar a day, and there are 312 working days in a year, you lose $156.00 a year. In ten years your absolute loss is $1,560 at least, and yet what do I ask for my register, which is an insurance policy against this loss of money? I do not ask $460 for ten years with only one-sixteenth of one per cent chance of loss. All I ask is $425. At the end of ten years it will not only have saved you many times its cost, but it will then be worth at least half of what you paid for it, or $212.50. Now, then, I put it up to you as a good business man, can you afford to pay $460 fire insurance for ten years and get nothing for it, and not pay $425 for a system that your own good judgment tells you will pay for itself many times and insure your money against loss, not only for ten years, but for forty years? As a level-headed business man, you can't, under the circumstances, afford to turn my proposition down, can you?" He replied, "No, I can't. I'll take the register," and he smiled when he said it.

Now, then, what got me this order so easily? Simply my knowing the statistics in regard to fire insurance and applying that knowledge at the opportune time. You may ask why I should spend time getting such informa-

tion. For just such an emergency as this. A man, to be largely successful, must "know everything of something and something of everything."

Every man with any intelligence at all who studies this approach, can figure out one applicable to his own particular line of business. This is a model. It is no theory. It has been used with success by the greatest selling organization in the world.

Selling Methods: The following are the methods and arguments that have made the National Cash Register Company the greatest and most successful sales organization in the world, the envy of competitors, and the marvel of the rest of the selling world:

"*Self-Respect.*—This element should stiffen the backbone of every salesman. Never forget that your business puts you on a level with any merchant and that you are (or should be) doing good to everybody you sell. You are asking no favors, you have nothing to apologize for, and everything to be proud of. Servility will lose more sales than impudence, and is quite as detestable. Treat your prospective purchaser with the courtesy due an equal.

"*Knowledge.*—This is the first step in salesmanship. You can never reach any of the others till your feet are first firmly planted on knowledge. The first rule for selling National Cash Registers is, know your register. The second is, know your store. Learn absolutely everything to be known about the register. Never stop studying it. Never be afraid you will learn too much. Never stop looking into its possibilities.

"Know all that is possible to learn about the store when you want to sell a register before you approach the prospective purchaser. Then learn all that he will tell

you before you proceed to attack him. Knowledge is power. It will put strength into your efforts and help you to place them where they will tell.

"When the salesman has secured a hearing, he must make the most of his opportunity and put his case well. He must hear the prospective purchaser patiently, and answer his questions fully. If objections are raised, he must meet them.

"*Industry.*—The habit of getting at it quickly and pegging away all day long, without stopping to swap yarns or talk politics, is the saving grace that makes millionaires and winners out of ordinary men. When added to talent, the combination gets pretty near to genius, and commands its reward. There is a whole cyclopedia of wisdom in the terse admonition, 'Follow the rules and plug.'

"*System.*—Doing things in the way that is most economical of time, effort, and money, multiplies a salesman's effectiveness many fold. It prevents much waste of energy. The Spanish fleet at Santiago had courage, weight, and speed, and threw metal enough to have sunk our whole navy; but our gunners had system.

"*No need of genius.*—There is no secret or mystery about selling our registers. It only requires hard work sensibly directed. Any man can sell them if he is in earnest, uses common sense, and makes the most of his opportunities.

"When the clock strikes three, each stroke is as full and complete as when it strikes twelve. When you undertake a small matter, give it the same good attention you would a larger matter.

"*Why some salesmen fail.*—It is often difficult to

analyze the personal qualities and methods which make one salesman successful and another a failure.

1. "A salesman may fail from lack of tact in introducing himself.

2. "He may fail if he is slovenly and careless in his dress and habits, because this leads other men to suspect that he is not prosperous and does not represent a first-class concern.

3. "He may fail because he does not answer the prospective purchaser's questions and objections intelligently, concisely, and without too much detail.

4. "He may fail if he speaks indistinctly, or too rapidly, or if he lacks animation and earnestness.

5. "He may fail because he indulges in ungentlemanly, awkward expressions and gestures, or offends the prospective purchaser by undue familiarity.

6. "He may fail for lack of dignity.

7. "He may fail because he gives an indiscreet answer to the prospective purchaser's question.

8. "He may fail because he himself does not fully understand the register, or cannot describe it in suitable language.

9. "He may fail for lack of knowledge of the prospective purchaser's business, and the way in which our registers would help him.

10. "He may fail by neglecting to do or say one or more of a hundred different things in the right way. Also by doing or saying a thing at the wrong time, in the wrong way.

"*A satisfied user the best advertisement.*—Probably there is no other mistake which good salesmen make so much as the failure to get all the advantages out of a sale once made. Even good salesmen are apt to think when

a contract is once signed that that is the end of the profit for them in that direction. As a matter of fact, there is no other assistance which a salesman can turn to his account which is so valuable as the good will of a satisfied customer. It is, if properly used, a perpetual standing advertisement right in the locality where he needs it most.

"We do not advise salesmen to introduce themselves by sending in a card, but prefer that they should depend wholly upon what they are able to say to secure a hearing. We strongly disapprove of all obscure introductions and all tricks, and believe that a man who has something worth saying and is not ashamed of his business, can make known his errand in a bold, straightforward manner.

"*Have a fixed idea.*—A salesman should adapt himself to his man, but at the same time he should have a fixed idea of what he has to say. He should be dignified and earnest.

"A merchant should never be approached the first time with a funny story or an attempt at wit. The first impression should be that the salesman sets a distinct value upon both his own time and the storekeeper's; that he has something of importance to say and does not intend to trifle about it.

"You must not proceed on the theory that storekeepers usually know what their own best interests are. They don't. No man always does. The majority of men are going contrary to their best interests every day. They seem to be almost wilfully blind to the things that would help them and make them better off.

"*Gaining a hearing.*—The first point in approaching a

prospective purchaser is to look like a gentleman, act like a man, and make him listen to you.

"Enough importance has not been attached to the value of proper approach. So many times we hear it said by an agent that he never knows what he is going to talk about when he enters a man's store, until he meets the proprietor. We trust too much to catch-as-catch-can methods in approaching. You ought to have an object in view when you enter a store, and get to the point quickly. The first thing after the introduction is to impress the merchant as to just what you are there for.

"*Getting at the proprietor.*—After making as thorough an investigation as possible, you should go directly to the proprietor, and say, 'Is this Mr. Johnson?' *Mention the name.* Don't say, 'Is this the proprietor?' If it should be a clerk, he will be flattered by being mistaken for the proprietor.

"*Getting the attention.*—Do not attempt to talk to a man who is not listening, who is writing a letter, or occupying himself in another way while you are talking. That's useless, and is a loss of self-respect and of his respect. If he cannot give you his attention, say to him, 'I see you are busy. If you can give me your attention for a few minutes I shall be pleased, but I don't want to interrupt you; if you cannot spare the time now, I will call again.'

"Try to understand and feel thoroughly the distinction between confidence and familiarity. Never fail in respect either to yourself or to the man with whom you are talking. Never be familiar with him. Never put your hand on his shoulder or on his arm, or take hold

of his coat. Such things are repugnant to a gentleman—and you should assume that he is one.

"Never pound the desk or shake your finger at a prospective purchaser. Don't shout at him as if sound would take the place of sense. Don't advance toward him and talk so excitedly under his nose that he will back away from you for fear of being run over, *as if* you were a trolley car. One sales agent backed a prospective purchaser halfway across the room in this way.

"Don't compel a man to listen to you by loud or fast talking. Don't make him feel that he can't get a word in edgeways and has to listen until you are out of breath. This is not the sort of compulsion that makes customers. But make him believe that you have something to say and will say it quickly.

"Put yourself in his place from the very start. Make him feel, not that you are trying to force your business upon him, but that you want to discuss how his business may be benefited by you.

"The instant a prospective purchaser shows a readiness to listen, give him your story in a nutshell. Don't make a long preamble. Don't waste a lot of words saying, 'If you will only listen to me I will tell you this,' or 'If you will free your mind from prejudice I will explain that,' or 'If you will only give me your attention for a few moments, I propose to tell you the other.' *Don't propose, but tell him.*

"Convincing a man that he needs help is nine-tenths of the battle. If you were trying to sell a consumption cure, there would be no use in telling how wonderfully effective it is to a man who doesn't believe he has consumption. Your first effort must be directed to point-

ing out the prospective purchaser's complaint. Unless he sees this, he isn't ready for the remedy.

Meeting Objections: "*Objections and meeting them.*—'I can't afford to buy a register as I have a good system already.'

" 'You can afford a thing that pays a good profit, can't you? If this register is only an expense and doesn't pay you a profit, you don't want it. You can't afford to have any useless expense in your business. On the other hand, if it will be a profitable, money-making investment, you want to look into it just as much as I want to have you do so.

" 'If I were trying to sell you a class of goods that you had never sold in your store, and showed you how one million merchants were making more money out of them than out of any other goods in their store, you wouldn't say, without looking at the goods, 'I can't afford them.' You would be glad to come up to the hotel to look at them and see what they were.

" 'If one million merchants have found this register to be a money-saving investment, there must be something in it worth investigating, and you can't afford as a business man to turn it down, without at least looking into it and deciding for yourself.'

"Prospective purchaser: 'My father made money before me.'

" 'True, but did he have the competition then that you have now? Were goods sold on such small margins? In these days of sharp competition, you must be more up-to-date than your competitor or you fall behind in the race.'

"Prospective purchaser: 'No, I can't go to-day; I am

too busy.' 'That may be true. If so, I shall be pleased to make another appointment with you. But unless your work is unusually urgent and important, allow me to suggest that if I were selling you a line of merchandise which you could examine and purchase at once, and sell at a sure profit, then you would make arrangements to examine or purchase without delay. You would do so because you are here to make money, all you can legitimately, and you would feel you were doing yourself an injustice, especially if numerous merchants in your line were handling my line at a nice profit. You simply cannot afford to drop out of the procession and leave the field to your rivals.'

" 'Nowadays, if you want to make more than a fair living, you have to be brighter than your neighbors. You have to be ready to accept new ideas and make the most of everything good that is offered to you. It is just as unreasonable to stick to the old ways simply because you are used to them when new ways would bring you better results, as it is to climb ten flights of stairs when you might be carried up in an elevator, or to swim away from a life preserver when you are nearly exhausted, just to show that you are able to swim alone even if you do drown for it.'

" 'I'll get along all right.' 'It isn't a matter of getting along. You ought to let your competitor get along. You ought to be ambitious to get ahead.'

"Some men look at an idea to see how they can get along without it. Others look at it to see how they can apply it to their business. The latter are the ones who are preparing to enlarge their business."

APPROACH DON'TS

"Don't disparage the prospective purchaser's opinion or methods. It is better to keep him on good terms with himself.

"Don't antagonize him. Approach him in a friendly, agreeable manner. Act as if you know you are going to get on with him all right.

"Don't take an argumentative attitude, but don't fail to have your arguments at hand in case of need. It is a trait of great men worth imitating to seem to be going along with the other fellow while they are really making him come their way.

"Don't assume to know more about his business than he himself does, for you cannot make him believe it.

"Don't tease him to go and see the register. When a salesman begins to beg, it is evident that he has no more arguments to present.

"Don't flatter. Sincerity in business is as commendable as sincerity in religion.

"Don't put on a civil and formal politeness, which is not natural.

"Don't trust to persuasion alone to land your prospective purchaser. Convince him. Persuasion is the soft glove; conviction is the iron hand underneath. Let your manner be as conciliatory as possible, but put into your arguments a firm grip of conviction so that he cannot get away from you.

"Don't dodge a question or objection. Answer it fairly and squarely.

"Don't talk for the sake of talking. Say something.

"Don't talk all the time. Give the prospective purchaser a chance. When he opens his mouth to make an

objection, let him make it. It is better out and answered than sticking in his mind.

"Don't forget that all men have certain common ideas which can be answered by the same argument.

"Don't forget that every man has his own peculiarities which should be met in a different way.

"You start the argument. Lead your prospective purchaser, then when he talks, get in your conviction.

"Don't underestimate your difficulties. Don't overestimate them. Don't think you are up against an impossible proposition.

"Don't be a quitter. Never say, 'This is too tough a proposition for me.' It is a mistake to say, 'It cannot be done.' The right thing to say is, 'This may be a hard nut to crack, but there is a way to do it. I'll keep at it with courage and patience and do it.'

"Learn to size up your man, his peculiarities and moods. All men like honesty, politeness, and earnestness. All men admire persistence. Most men want facts.

"Nine times out of ten you can bank on facts to fetch your man. Make them as clear as glass, strong and few. Don't bewilder a man with a mass of trifling facts. Tie to a few important points, drive them in and clinch them, but tell him what he needs to know. If a trifle will close him, it's no trifle.

"A few men can be driven; the majority must be led. Look him in the eyes steadily and friendly. Learn to read the expression in a man's face which says, 'Almost persuaded,' and the other which says, 'Hang the fellow! I wish he were in Hades!' Act accordingly.

"Some men like a little oratory or spice of humor, but that is dangerous ground. Beware of the man who

smiles and nods and never buys. Put your trust in earnestness, candor, and facts.

"Speak deliberately. If you see from a puzzled or doubtful look on his face that some point is not quite plain to him, stop and make it plain. Take time enough to stop and explain each point thoroughly. Whenever you make a statement that is open to question, be sure to get his assent to it before you proceed. If he will not assent to it exactly as you make it, modify it until he does. Get him to assent in some degree to every proposition you make, so that when you get to the general result he cannot go back and disagree with you. Don't do this, however, as if you were trying to corner him, but with a simple desire to reach a reasonable basis of agreement.

"You should be just as sincere about it as if you were a clergyman preaching the gospel. If you go at it in this sincere spirit, the prospective purchaser will feel the importance of what you say and it will carry its due weight.

"It is a simple proposition that if a thing will save him money every day, the quicker he gets it the more it will save him, and the longer he delays getting it the more he will lose.

"He should be impressed with the fact that a thing which pays for itself is never an expense; that not only can he always afford a thing which makes money for him, but he cannot afford to go without it a single day.

"Prove one thing at a time. Don't try to prove several things at once. The average mind cannot think of several things at once. Prove one thing at a time and make the proof of that one thing so strong that no man can dodge it. If needs be, use fifty arguments and take all

day to settle that one question; but settle it so that your man will never open it again, even in his own mind.

"Settle each point thoroughly. Don't fire your arguments along too fast; fire a good one into him and see if he feels it. Let it sink in. If it isn't enough, give him another—on the same question though. Don't change from one point to another and then back again. Stick to each point till you've made it; then when your man is convinced, drop it. If you hammer a nail after it is driven home, you only loosen it.

"Try to get a man's mind completely satisfied and convinced of the logical truth of what you say. That is vastly better than merely getting him to say 'yes' to it when a doubt lingers in his mind. 'A man convinced against his will is of the same opinion still,' and he may countermand his order.

"Weigh every word or phase that may possibly influence a prospective purchaser. The value of words is in their truth or aptness. Have them ready, but never force them in where they don't belong. If their exact value is well fixed in your mind, you can safely trust the occasion to bring them out spontaneously. Then they will have double value. A word fitly spoken is a keen weapon."

DEMONSTRATION DON'TS

"Don't mispronounce words.
"Don't talk too fast.
"Don't speak in a monotonous tone.
"Don't speak indistinctly.
"Don't pass from one thing to another.
"Don't emphasize too strongly.

"Don't fail to emphasize important points.

"Don't seem at a loss for something to say.

"Don't fail to hold prospective purchaser's interest while calling attention to good points.

"Don't repeat as from memory.

"Don't fail to improve the first opportunity to present the order.

"Don't refuse to break off in your demonstration and answer the prospective purchaser's questions.

"Don't fail to stop and get the prospective purchaser's assent to a statement that is open to question.

"Don't imagine, because the prospective purchaser listens in silence, that he agrees with you, or even understands all you say.

"Don't fail to draw out the prospective purchaser's objections.

"Don't present your arguments in a cut and dried style.

"Don't try to be magnetic or eloquent.

"Don't fill up your mind with words or phrases, but with ideas.

"Don't try to impress the prospective purchaser with what a fine talker you are.

"Don't fail at the critical moment, when the prospective purchaser is hesitating, to follow him up and land the decisive blow.

Closing Arguments: "The whole art of salesmanship is summed up in the four words, 'getting the order signed.' Your approach may be perfect, your demonstration clear and well made, but if you cannot put a climax upon the presentation of your case by bringing up unanswerable closing arguments, your efforts have been useless and your time lost.

"The time has come for him to put his name to the order. If necessary, fill out two or three blanks before he arrives if you are in doubt as to which register he will buy. You are then prepared to present an order, ready for signature, with perhaps the change of but a few words.

"Sometimes a prospective purchaser who seems almost persuaded appears to be suddenly overwhelmed by the price. That will stand up before his mind's eye to the exclusion of everything else. It is a good idea to put the question to such a man in a way something like this:

" 'Mr. Blank, when you open your ledger to a certain account, you look at both sides of it. You strike a balance and it that balance is in your favor, that is all you care about. You don't look merely at the expense charged to any account and say, 'This is tremendous. I can't afford it.' You look to see whether that expense is bringing you a profit. If it is doing that in a good measure every month, and every year, you are satisfied. While you do not want to spend a single dollar that is not going to bring back a dollar, you would just as soon spend a thousand dollars a minute if each thousand would bring you back a thousand dollars or more. It isn't a question of how much money you put out for anything. The real question is, what does it bring in over and above what you put out for it?'

" 'Two hundred dollars is a good deal of money, as you say; but if this register is going to wipe out its own cost while you are paying for it, and then pay a continual profit in excess of the outlay, you are a gainer by the transaction. Look at this question just as you would at a ledger account—debit on one side, credit on the other.

You'll see that this isn't an expense at all, but an investment, and a paying one.'

" 'It is not what the register costs that you should consider, but how much money it costs you each year to be without one.'

" 'Our company spent thirty years—half a business lifetime, and more—perfecting this machine. This register you see before you represents an outlay of a quarter of a million dollars. This one machine could not have been made without putting out that capital. It also represents all these years of hard work, costly experimenting, and the taking of all the business risks which a manufacturer of a new thing must take. Do not look at it as so much metal. What it will accomplish—that is the point; and that represents brains, labor, study, experience, and commercial courage, all of which are expensive.'

" 'You ask too much money for that machine.'

" 'When you bought your insurance you did not buy the paper the policy was written on, but you bought the protection it was to give you.'

" 'You believe in insurance, do you not, Mr. Blank? That is what we are offering you, and a kind, too, that you and your family can enjoy the benefits of together. Doubtless you can recall cases where rejection of fire insurance was regretted on account of losses following caused by fire, or where the dying man realized too late the mistake he had made in not taking out life insurance when the opportunity was presented. The use of a National Cash Register means an insurance on the money invested in your business, on the money that comes over your counter in exchange for goods; in fact, it means a general protective insurance. Why reject it?' "

SUMMARY TO CHAPTER XX

1. A salesman in approaching a prospect should create an immediate favorable sensation in the mind of the prospective purchaser. This can be done by appealing to his desire for profit and to his curiosity.

2. The efficient salesman must maintain respect for himself, his business, and his prospect; he must possess knowledge of his goods and his prospect; he must be industrious, and he must have a system.

3. Salesmen fail because of some fault in their appearance, lack of knowledge of their goods, or in their manner of presenting their proposition.

4. A satisfied customer is the best advertisement.

5. In answering objections, it should be borne in mind that all men hold certain common ideas which can be answered by the same arguments, while each will have some objections which require special treatment.

6. The whole art of salesmanship is summed up in the four words, "getting the order signed."

7. Every salesman should take a personal interest in the customer, giving him good service and courteous treatment.

SUGGESTIVE QUESTIONS AND EXERCISES

1. What are the two appeals in the approach given in National Cash Register Methods?

2. What four important elements necessary to success are named and analyzed?

3. What importance is attached to securing attention?

4. State some important "Approach Don'ts."

5. What sums up the whole art of salesmanship?

6. Give a few "Demonstration Don'ts."

7. How would you answer the objection, "I can't afford it?"

8. How meet the objection, "I am too busy?"

9. What should be the relation of the sales person to the customer?

10. Visit various stores, make purchases or look at goods, then write an article showing some of the weaknesses of retail salesmen.

INTRODUCTION TO SELLING TALKS

CHAPTER XXI

INTRODUCTION TO SELLING TALKS

Your success as a salesman does not depend upon what you say, but upon what your prospect accepts of what you say. If he refuses to accept nine-tenths of what you say, that work on your part is wasted effort. The point is—do you know *why* it is wasted?

The salesman who understands the laws governing the human mind, knows how they act and react, and can originate selling tactics that will successfully meet any kind of situation.

The selling strategy of Mr. Decker and Mr. Egan as disclosed in the following selling talks, is based upon a knowledge of human nature and how to deal with it. Each talk is different but each fits the situation in a remarkable way.

UNUSUAL SELLING TALKS

This original and unusual selling talk is being used with great success by The Business Men's Assurance Company of America in selling accident and health insurance.

Decker: "Good morning, Mr. Higdon, my name is Decker. I want to show you a picture, if I may. I won't charge you a cent for looking at it, and you might get a new idea. One of the reasons why this picture is interesting

to everyone is because it represents the foundation of Americanism. It is a picture of an AMERICAN HOME.

"One of the reasons why AMERICA is such a wonderful nation is because she is a nation of HOME LOVING PEOPLE. AMERICA was founded by a home loving, courageous and independent people. Every true American either owns his OWN HOME or else he has an ambition to OWN A HOME SOME TIME. Do you agree with me, Mr. Higdon?

"Now, Mr. Higdon, we will let this home, in the picture, represent the home you own, or the one you have an ambition to own.

"Most any one could be happy in a home like this, couldn't he?

"Are you a married man, Mr. Higdon?"

Mr. Higdon: "Yes, sir."

Decker: "Do you have any children?"

Mr. Higdon: "Yes, I have two boys."

Decker: "Then it is hardly necessary for me even to suggest that you have a lot of responsibilities. You have to provide food, clothing, shelter, medical care and a lot of other necessities for Mrs. Higdon and the boys. Really, they depend upon you for most everything they get out of life, don't they, Mr. Higdon? To them, 'daddy' is next to the best, if not the best, person in the world. We couldn't fall down then on any one who had such wonderful confidence in us, could we, Mr. Higdon? You know the old saying, 'Trust a man and he will be true to you.' These little children and Mrs. Higdon are trusting you to provide them with those things necessary for their happiness. Isn't that a fact?

"However, your ability to give Mrs. Higdon and these

two little boys the things you want them to have depends upon your ability to produce. Am I right?

"Could you still give them all of these things if your earning power were suddenly stopped?"

Mr. Higdon: "No, I will have to KEEP ON WORKING in order to give them the things I want them to have."

Decker: "Mr. Higdon, you will notice that this house, like all good houses, rests upon a firm foundation. The big part of the foundation is your time. You have had a lot of valuable experience, Mr. Higdon, and it is worth a lot to you, I am sure. The old saying is a good one that experience is the best teacher. Training in the school of experience is good. In fact, it is invaluable, although the tuition comes high sometimes.

"But what good would all of your valuable experience be to you if you were crippled, or sick and had to lose your time? It would be absolutely worthless to you, wouldn't it? Your EXPERIENCE is only valuable to you so long as you do not LOSE YOUR TIME. So, therefore, in order that you may protect that valuable asset, EXPERIENCE, it is of tremendous importance that you protect your TIME. By protecting your time you make sure that you are going to earn a salary every day of your life even though you are kept away from your work either by being crippled or through sickness. Even though you draw your regular salary, this extra money will come in handy to pay increased expenses. Again—you do not have to keep a balance in the bank for emergencies. You can keep all your funds out drawing interest.

"When you reach the age when you don't want to be compelled to earn your living, you can retire and enjoy peace, comfort, independence, which should be yours in

old age. You remember the Bible tells about a foolish young man who built his house upon the sand and the rain descended, and the floods came, and the winds blew and beat upon that house and it fell, for it was founded upon the sand, and great was the fall of it.

"Now, Mr. Higdon, you don't want to be like the foolish young man who built his house upon the sand. You cannot afford to take that chance with your wife and the kiddies, can you? They mean more to you than life itself. The thing to do is to protect the foundation of your home; otherwise, it may crumble and down will come your house and you will be mighty sorry.

"Protect the most valuable thing that your Creator has given you with a B. M. A. A. INCOME CONTRACT. I should judge you want the $7.14 a day contract, Mr. Higdon?"

"Yes, that will be about right."

Goes ahead filling out the contract rapidly. When it is completed, Mr. Decker suggests very casually that Mr. Higdon "Just O. K. it," or "Place your name right here, please."

SELLING A HALF MILLION DOLLAR POLICY

The following is the strategy used by Mr. John M. Egan of Cleveland in selling half a million dollars' worth of life insurance to one man under the most unusual circumstances.

Mr. Egan was attending a Metropolitan Life Insurance Convention in New York City. He had made an appointment to have breakfast with one of his friends in a certain dining room at 8:30 a.m. While he was waiting, two insurance men representing another company came in and sat down near him. He overheard them tell about a

western millionaire who was then in New York and who was in the market for five hundred thousand dollars' worth of insurance. Mr. Egan was interested immediately. In his nostrils was the breath of battle.

Some hours later, Mr. Egan met a competitor from Cleveland and asked: "I suppose you know all about the Western man who is in New York to buy half a million dollars' worth of insurance?"

To Mr. Egan's surprise, the Cleveland man replied: "Yes, I do."

Egan asked: "Is the deal settled, or is it possible for me to get some of his business?"

"It is practically settled; neither you nor anybody else has a chance," responded Mr. Blank of Cleveland.

Mr. Egan was very anxious to ascertain the name of this mysterious prospect, so he resorted to strategy. Being a shrewd business man and as keen at deduction as any detective, he surmised that this western man had not gone to New York merely to buy insurance, but to borrow money. With this idea in mind, he innocently remarked:

"I suppose this man will get his loan through Jones and Company."

Mr. Blank unwittingly fell into the trap as he explained:

"No, through the Central Trust Company."

The cat was out of the bag. Egan now had all the information he needed. He immediately telephoned a legal friend who was well acquainted with this Trust Company. He told him that a certain western man whose name he did not know, was negotiating for a loan with the Central Trust Company and that this man was also in the market for a five hundred thousand dollar insurance policy. He then asked his friend to get in touch with someone he knew in the bank, and, if possible,

learn the name of the stranger and the hotel at which he was stopping. In a very short time Mr. Egan had a call from the lawyer who informed him that the man's name was Kennedy and that he was staying at the Belmont Hotel.

Mr. Egan had one advantage in that he had lived in New York City for years and had a wide acquaintanceship. This enabled him to get the information from the Trust Company through his friend the lawyer. The young man who is wise will make all the friends he can, and particularly among prominent people. "Make friends and your friends will make you," contains a philosophy that every wise young man will make part of his own life.

Mr. Egan was called out of New York for a day, but on the morning of his return he entered the Belmont and asked if Mr. Kennedy were registered there. The clerk gave him the number of Mr. Kennedy's room. Mr. Egan did not telephone for an appointment. He took the elevator, went up, and was admitted by Mr. Kennedy's secretary, who looked him over with a certain amount of suspicion. But the point is, Egan was in the room, and right close to the man he was seeking, who was shaving at that moment. Mr. Egan began by remarking: "I see you use the same kind of a safety razor I do."

Mr. Egan told Mr. Kennedy who he was and whom he represented. Mr. Kennedy immediately told him he was having some trouble with the Blank Insurance Company as they had turned down a two thousand dollar policy of his seventeen years before, partly because of the personal prejudice of a country doctor and partly because he had contracted malaria and had gone to a dry climate in West Texas to recover from it. "Our Company," Mr. Egan immediately offered, "will be glad to render you

any service it can under the circumstances, and I suggest that you go with me to the home office this afternoon at two o'clock and be examined. In twenty-four hours we will tell you exactly what physical condition you are in and just what insurance you can get." Mr. Kennedy immediately accepted this gracious suggestion and was examined that afternoon. The examining physician learned that Mr. Kennedy was from Denver and asked him if he knew his father, a business man of that city. As it happened, Mr. Kennedy knew him well. This was an added point of contact for Egan. In putting through big deals, every little bit of coöperative assistance is valuable.

After the examination, Egan took Mr. Kennedy back to the hotel in a taxi. Up to this point, Mr. Egan had not mentioned the sale of insurance. All he talked about was service, the service his company was glad to render. His appeal thus far was solely to the self-interest of his prospect. "What can we do to serve you?" was the mental attitude which Egan continually radiated. He was practicing the principle of service. This principle was very clear to Mr. Egan at this time, as he had just completed the Knox course in salesmanship in a night class in Cleveland.

At this point, Mr. Egan said: "I want you to meet President Fiske of the Metropolitan Life. He is recognized as the greatest life insurance president in the country." Mr. Kennedy said that he had already made arrangements through a mutual friend to meet him two days hence at lunch. Of course, this was playing into Egan's hands again.

Immediately Mr. Egan suggested: "It would be fine if you could say to Mr. Fiske when you meet him that you had just been insured in our company. I suggest

you take out a fifty thousand dollar policy and use us as a buffer between you and the Blank Insurance Company with whom you are negotiating. And if at any time you need to borrow money, an acquaintance with the Metropolitan officers will be valuable to you, as they are very close to the big banks and trust companies of New York."

Don't overlook the value of this strategic suggestion at this time. This was the psychological moment for Mr. Egan to act. Egan knew that Kennedy wanted to make a loan, but Kennedy did not know that Egan knew it. Mr. Kennedy saw the force of Egan's suggestion and immediately signed an application.

That night Egan was obliged to leave for Cleveland. Two days later, the policy arrived from New York. Mr. Kennedy had passed the physical examination and had been accepted for fifty thousand dollars. Immediately Egan put in a long distance call for Mr. Kennedy at the Belmont Hotel. The call cost him $7.00 but he had the pleasure of telling Mr. Kennedy that he had passed the physical examination and that he had just received the policy. Mr. Kennedy replied: "Send the policy to me and I will mail you a check."

Mr. Egan responded: "I will be in New York tomorrow on business and will be glad to deliver the policy personally."

You do not need much imagination to know what business was taking Mr. Egan back to New York. He was now hunting big game.

Mr. Egan hurried from the New York Central depot to the Metropolitan Life Insurance headquarters. He was anxious to learn more about Mr. Kennedy's physical condition. The examining physician told him that

Kennedy had passed a first-class examination, and was a good risk for the Company's limit, $150,000 worth of insurance. With this information, Mr. Egan went to the Belmont.

In delivering the policy to Kennedy, Mr. Egan began: "You passed a good physical examination, but you may not be able to get a policy for half a million. However, I believe our company would be glad to give you an additional one hundred thousand, but it would be wise for you to take another physical examination to make sure." Egan knew that Kennedy could obtain the additional hundred thousand without another examination but he wanted to make him anxious rather than certain. Don't overlook this piece of strategy.

Mr. Kennedy immediately replied: "All right, I'll take another hundred thousand, provided I can get it." He signed the application at once and gave Mr. Egan his check for $5,268.

Upon the delivery of this policy, Mr. Kennedy said his original intention had been to take out one hundred thousand payable to his wife and four children and four hundred thousand payable to his company in case of his death. The Metropolitan had now given him the limit they carry on one man without re-insuring him. At this point Mr. Egan suggested to Mr. Kennedy that he take out an additional policy [illegible]0,000 on himself, this policy to be handled by outside companies through the re-insurance department. This Mr. Kennedy did, giving Mr. Egan another check for $5,268. Mr. Egan had now sold Mr. Kennedy policies amounting to $300,000 which he raised a few days later to $500,000.

In making this remarkable sale, Egan revealed a variety of positive qualities that are essential to one's highest

achievement. Go over the story again. Note the various moves made. As you read analytically, you will see that Egan demonstrated that he was a diplomat, a financier, a deductive psychologist, a strategist, an insurance analyst, an executive, and a business statesman. And now listen to the conclusion of the whole matter:

Egan was able to close that half million dollar sale because all his life he had been making a study of the science and art of selling, and the same knowledge that enabled him to win is now within your reach, and will enable you to win.

PART III

Management

METHODS OF MARKETING

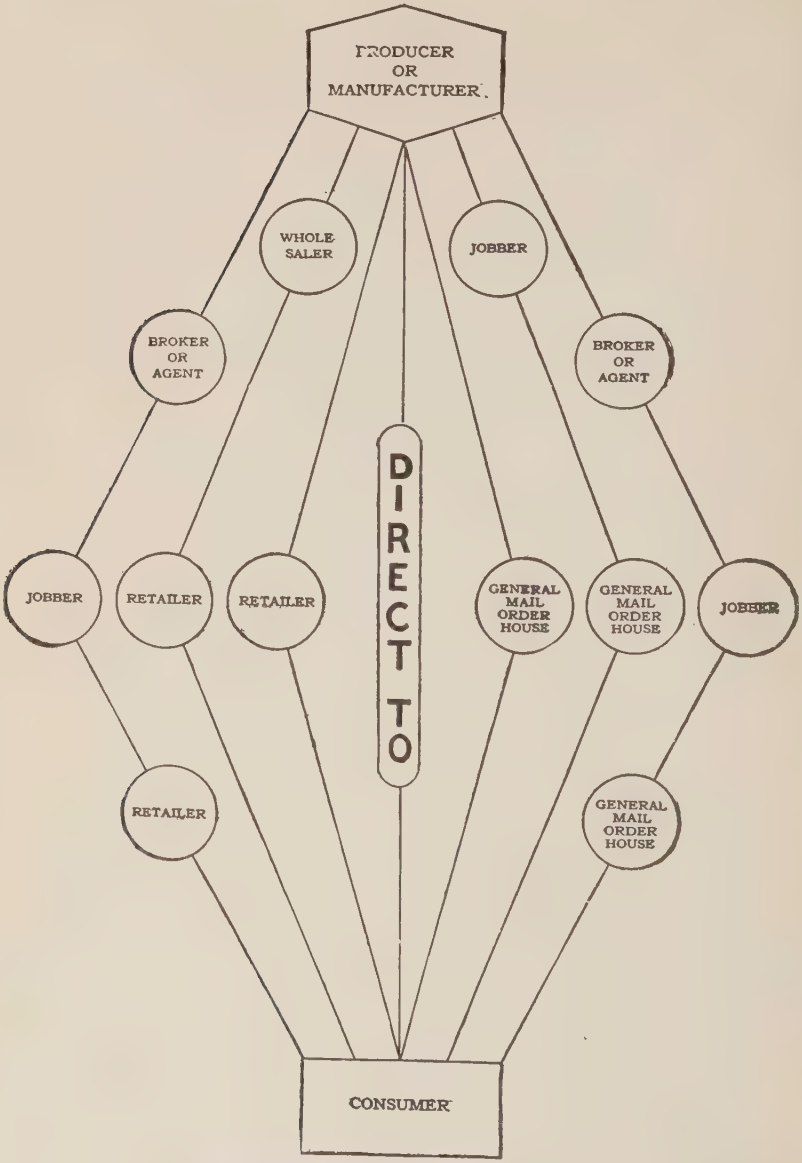


CHART XIX. METHODS OF MARKETING

CHAPTER XXII

HOW A GREAT BUSINESS IS BUILT

One of the outstanding aims of the author has been to make this book of unusual practical value. From the beginning to the end, it has been evolved out of thousands of experiences of large business organizations and successful business men. What is education, anyway, but the teaching of the successful experiences of successful people? Is it not so in engineering, law, medicine and music? It is also true in business as far as business education has gone, but it has not gone very far.

Ninety-eight per cent of the grown men of the country had no opportunity while in school to learn anything about either business leadership or business management. Only a small percentage of the commercial students of the country are even now studying these subjects. That is the reason so few are able to evolve into real leadership and managerial positions. How can we expect men and women to evolve when we do not teach them how?

Covering a period of more than twenty years, the author has devoted a great deal of time to a first-hand study of great business organizations all over the country. When he learned that the Fuller Brush Company of Hartford, Connecticut, had nearly doubled its business each year for five years and that in 1924 its business amounted to sixteen million dollars, he instituted a careful investigation to discover the reasons. He found a remarkable system

of instruction in personal development, salesmanship, and management which was costing that company one million dollars a year. This system gives, in a clear-cut way, the qualifications of a salesman, branch manager, district manager, division manager, and sales manager. It shows the qualities a man must have developed; the knowledge he must possess and the record he must have made in order to justify his promotion from a sales to a high executive position. Every bit of guesswork is eliminated. The different steps in the advancement of the executive are as plain as the steps on a stepladder.

The author spent a great deal of time in making this study because he realized that he had discovered a real gold mine of valuable information for the student, salesman, and young business man who never had an opportunity to study, at first hand, the inner mechanism of a great concern.

The material contained in the following pages will be worth hundreds and in many cases thousands of dollars to men and women who will use it in making failure impossible and success inevitable. These instructions and managerial methods have enabled this organization to become the largest of its kind in the world. In spite of five hundred competitors, it is doing eighty per cent of the brush business of the country.

INTELLIGENCE AND BUSINESS SUCCESS

Intelligence: In other chapters we discussed some of the personal qualities necessary for success in business. In this chapter we wish to emphasize the necessity of intelligence. An individual must be intelligent, he must know how to use his brain, or he is doomed to fail before he

starts. The Government gave intelligence tests to 1,700,000 young men of army age. They discovered that 62 1-6% had the intelligence of a thirteen year-old school boy; that 33⅓% had the intelligence of a school boy of sixteen, but that only 4½% had superior intelligence.

Because this 62 1-6% is on a low level of intelligence is not evidence in itself that they are all sub-normal mentally. Possibly one-third of them are more or less deficient mentally. The other two-thirds have average intelligence and all they need is the right kind of education to make them efficient members of society, and able to render real service to the world. Unless such men as these are given a long and careful course of instruction by business concerns that are really interested in their welfare, they will go through life without any chance of doing more than eking out a miserable existence, because thirteen-year-old intelligence will not sell goods or build business.

Service: The world pays for intelligent service; it will not pay for ignorant service. In fact, there is no such thing as ignorant service. Service is the performance of labor for the benefit of others. If this labor is performed inefficiently, it is not a service to others but rather it may be a hardship that has been worked upon them. It may not be of financial value to the public, but, on the other hand, it may be a cause of loss. An incompetent salesman can kill more sales than he makes. Service implies that labor has been performed that is of financial value to the recipient. The greater the value of this labor to the employer, the more he can afford to pay for it and the more he does pay for it. The problem then of the employe is to discover how he may put into his labor the highest degree of intelligence, no matter what his position in life

may be, because in this way and in no other will he be assured of maximum reward.

Self-Development: The intelligent man, therefore, develops the qualities of mind that he knows will help him to render greater service. He learns that it is necessary to see with his brain as well as with his eyes. The unintelligent man sees only with his eyes. Consequently, he sees very little. The intelligent man also has insight and foresight. Adaptability is one of the results of intelligence, and adaptability depends upon the ability to observe and adapt the knowledge gained from others to our particular work. Here is where the average salesman fails. He neither observes carefully nor attempts to apply the ideas used by others to his own line of work, and, as a result, remains narrow and incompetent. A millionaire real estate dealer recently stated that he never originated an idea. He studied other real estate men's ideas and adapted them to his needs.

Alexander Graham Bell, inventor of the telephone, gives his secret of self-education in the following three words: "Observe, Remember, Compare," but unless a man has been mentally and spiritually awakened, it may not occur to him to either "Observe, Remember or Compare." In addition to this he must put his ideas into practice. He must act.

Two boys applied for a position. As a test, the employer told each to go out on the street and use his eyes for five minutes, then come back and tell him what he saw. When asked what he saw, the reply of the first boy was, "Nothin'." "But," inquired the employer, "didn't you see anything?" "No, nothin'," replied the boy. When asked what he had seen, the second boy replied that he saw a

junk dealer driving an old rickety wagon containing papers and broken bottles. The driver was an old man with gray whiskers stained with tobacco juice, and the horse was so poor that his ribs stuck out. Which boy do you think got the position, the boy who saw nothing or the boy who saw everything?

Adapting Ideas: A salesman for the Fuller Brush Company found that there were a number of fine homes in his territory that he was unable to get into. He asked a highly successful insurance man what method he used under such circumstances. The insurance man said that he made appointments by telephone. The telephone was used and half the homes sold in that way. From another star salesman he got the idea of using a card of introduction from some neighbor. By this method he got into every home, although it took nine different cards of introduction to get into the home of a Congressman. He knew that if he kept on, some friend's name would be the magic wand that would open the door. It did, and he made a good sale. But a man with such persistence, initiative, originality, and adaptability never long remains a salesman. This man is now one of the leading executives of the company.

Dean B. Cromwell of the University of Southern California developed four athletes, all of whom broke world records. Charles Paddock, the sprinter, broke three world records in one day. Dean Cromwell teaches what he calls the "leg drive" instead of "knee action." He coaches each runner to pick out a mark on the ground and drive at it with all his strength. Where did he get the original idea? He got it from observing the leg drive of a flea. He says if a flea were as big as a man, it could

outrun the fastest automobile. And to think that we had athletic directors for thousands of years who have been studying athletes all that time and now we have an athletic director, who by observing an insignificant flea, got a lesson greater than all the lessons gained from the human race in all that time. Doesn't it pay us to keep our eyes open and our brains alert to get suggestions from the commonplace things about us?

Insight and Foresight: The man of insight is able to look through the actions of the human mind and classify it as to ability or lack of ability. It is possible to look through some men and see little because there is little to see. The man of keen insight is able to look through a problem and see its solution. He is able to analyze, classify, compare, judge, and decide. He is a thinker. He knows while the ordinary man guesses.

The man of foresight believes in mental preparedness. Like Lincoln, he believes that if prepared, his opportunity will come. He continues to prepare because of his faith, vision and foresight.

Every great captain of industry had the foresight at the beginning to lay the foundation of a business that was so broad and deep that it was susceptible of great development. If he lacked the education, as many of them did, he overcame the difficulty by continually studying.

The author is acquainted with one captain of industry who has built the largest business of its kind in the world, a business that amounts to more than fifteen million dollars a year in sales. That man is A. C. Fuller, president of the Fuller Brush Company of Hartford, Connecticut.

Mr. Fuller does not consider himself a genius. He is

just an ordinary man who had the wisdom to use his intelligence, the foresight to manufacture, combined with the intelligence to sell a household utility that is universally needed. All men have the opportunity, but few have the wisdom to prepare to take advantage of it. Very few men realize that for them there is no such thing as a worth-while opportunity, unless they are ready for it. A five thousand dollar a year offer is not an opportunity for a man whose lack of training makes it impossible for him to earn more than two thousand a year. In the great Fuller organization employing nearly four thousand salesmen, one of the biggest tasks Mr. Fuller and his executive staff have is to inspire the men to fit themselves for the higher executive positions in the business. What is true of this business is equally true of every large organization in the country.

The average student has little conception of his potential possibilities, and when he gets out into life he thinks only of earning a living. He is almost totally blind to the opportunities ahead of him for rendering a big service in a big way, provided he be willing to devote the time and effort to prepare himself. He lacks the vision and the foresight necessary to sacrifice a good time now in order to do big things later.

Mr. Fuller made these sacrifices, and while making them, he built the biggest business of its kind in the world. In building his business, Mr. Fuller was obliged to lay down certain definite policies. He had to determine whether he would market his product through jobbers and retailers or build a sales organization, to sell his goods direct to the ultimate consumer. He decided upon the latter plan. This meant that he must build a great sales organization, and to do this it was necessary to develop a

strong sales and executive staff. He developed such a staff and every man on this staff worked up from the ranks and proved his right to manage, not through pull, but because of the results he produced.

Methods of Marketing: The Fuller slogan is, "From the manufacturer direct to you." There is a double advantage in this method of marketing goods. In the first place, it gives the manufacturer a more certain method of marketing his goods. He is not dependent upon the inclination, ability or lack of ability of jobber or retailer to sell his goods. On the other hand, a sales force of his own, trained by his own staff, enables him to render a distinctive service to the customer that would otherwise be impossible. In other words, Fuller salesmen are in one sense not salesmen at all, but household sanitary engineers whose business it is to equip the house with the sanitary brushes necessary to give the housewife the highest degree of service. The following definition will give us a clear conception of the service idea which is the cornerstone of any successful business. Service consists in economically furnishing the public what they need in return for what we need. Every wise business man knows that all the money that ever comes to him and his organization comes from the public. In other words, it must come as a result of the service rendered.

The business of a manufacturer is to discover what the public needs, and then furnish that product. The business of a sales organization is to transform that need into a want; in other words, to create a desire for it by showing the advantages of its use and the disadvantages of being without it. The Fuller Brush Company created a product which is needed in every home in the civilized world.

The business of the salesman is to learn the value of the brushes, the service they render in the home, and then be able to go out and actually demonstrate the serviceability, utility, practicability and sanitary advantages of the brushes in every home in the country. But you may say, "If these brushes are so good why will they not sell themselves?" Remember the statement from an earlier chapter that what an individual does not understand, he opposes. Remember also, that we do not understand the advantages of any product until we have either carefully studied it or have had it clearly explained to us by some one who does know it. In other words, the business of a salesman is to know the truth about his product; know how to tell it clearly and effectively; show the advantages to the prospective buyer; create a desire on his part for it, and close the sale. But these brushes are so well known that hundreds of thousands of them are actually bought every year without any sales effort on the part of the salesmen.

Value of Salesmanship: The next question which may arise is this: should a corporation whose fundamental aim is service to the public so train its salesmen that they will greatly increase their business? It should. By so doing, it decreases the cost of the goods to the customer. By increasing sales and producing maximum output, it insures steady work for the factory and decreases cost of production. By teaching a salesman the quickest, best, easiest, and most efficient method of demonstrating his product and showing its uses, he is able to cut in two the time of making his demonstrations. That saves the time of the buyer, enables the salesman to double his calls, and more than double his sales and his profits. The untrained sales-

man's sales and profits at the prevailing commission would not be enough to justify his continuing at his work without a much larger commission. This would necessitate an increase in price which the buyer would have to pay. We conclude then that the better trained the salesman, the lower priced the product.

We are continually being asked how long it should take a salesman to become thoroughly trained. That depends somewhat upon the salesman. But it takes four years of college work and three years of post-graduate work to prepare a large number of teachers in this country for their work. It takes two years of normal training in addition to a high school course to equip teachers for minor teaching positions. Salesmanship is teaching the buyer the advantages of the product and the best method of using it. There are thousands of salesmen who have never even finished a high school course who expect to master salesmanship in a few days, weeks or months. It is a life job. It takes years of careful training and experience to become highly efficient. It takes years of training and experience to develop the keen intelligence of a high class salesman, to say nothing about the high technical knowledge. It takes a great deal of patience to become a great salesman. The salesman who thinks otherwise simply fools himself out of considerable money which might as well be his, besides eliminating himself from some splendid promotions that would come his way had he been prepared for them.

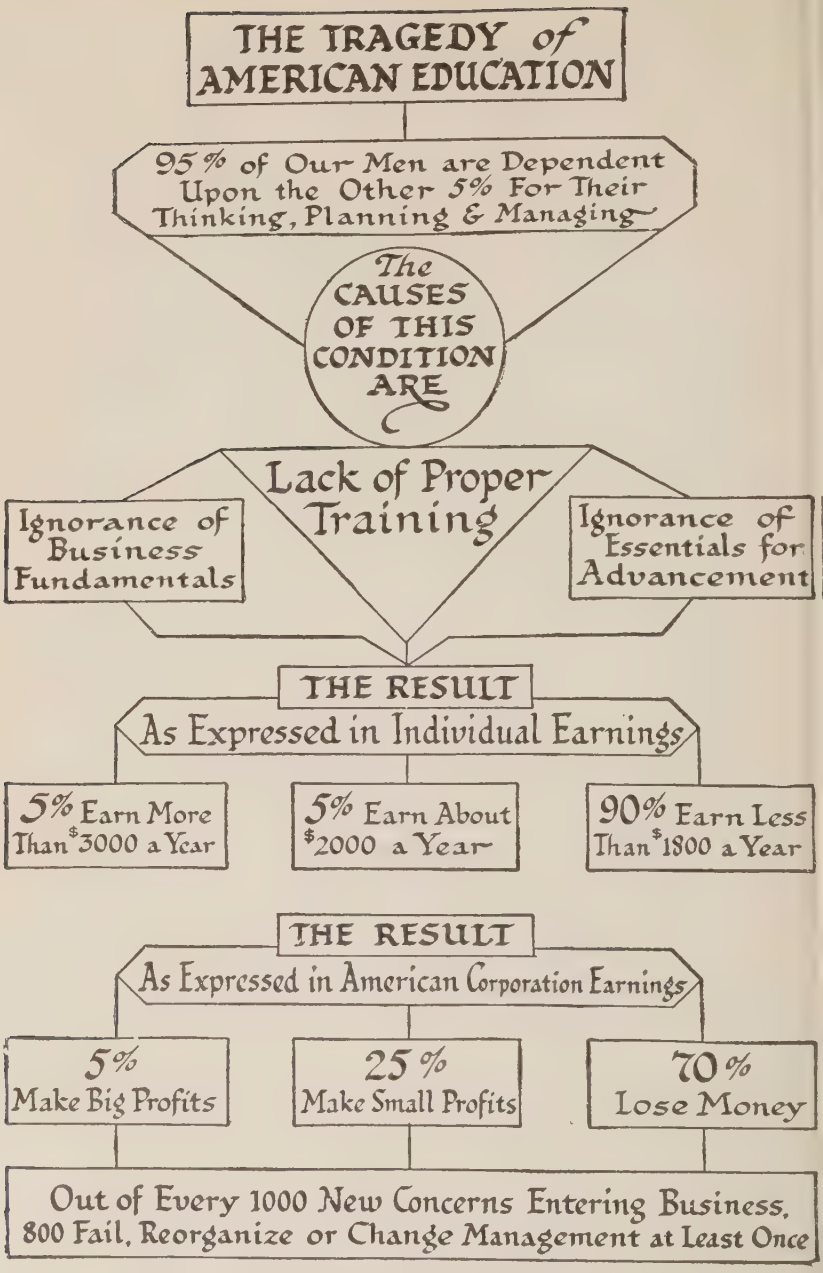

THE TRAGEDY of AMERICAN EDUCATION
95% of Our Men are Dependent Upon the Other 5% For Their Thinking, Planning & Managing
The CAUSES OF THIS CONDITION ARE
Lack of Proper Training
Ignorance of Business Fundamentals
Ignorance of Essentials for Advancement
THE RESULT
As Expressed in Individual Earnings
5% Earn More Than $3000 a Year
5% Earn About $2000 a Year
90% Earn Less Than $1800 a Year
THE RESULT
As Expressed in American Corporation Earnings
5% Make Big Profits
25% Make Small Profits
70% Lose Money
Out of Every 1000 New Concerns Entering Business, 800 Fail, Reorganize or Change Management at Least Once

CHART XX. THE TRAGEDY OF AMERICAN EDUCATION

CHAPTER XXIII

BUILDING A FIFTEEN MILLION DOLLAR SALES ORGANIZATION

The Cause of Failure: Since January, 1906, the author has had under his direct supervision large numbers of men in night salesmanship classes. As a result of this work, we have made two remarkable discoveries. We learned:

1. That from ninety to ninety-five per cent of the salesmen and prospective salesmen in these classes were totally ignorant of the fundamental principles of business organization and management.

2. That because of this lack of knowledge, they had no conception of how to evolve from their present positions into executive positions.

When this situation became clear, we immediately began to study the cause, the result, and to seek a remedy.

Among the thousands who attended our classes were many high school, business college, and university graduates. We discovered that these schools did not teach the principles of business organization and management to any extent. We also found that the schools that were teaching that subject were so few as to be hardly noticeable. We learned further that, with few exceptions, men who had any knowledge of the subject obtained it either from some

night school, a correspondence course, or from the organization for which they were working.

The Price of Failure: The result of this limited training in management is very noticeable. According to the income tax returns for 1923, seventy-two per cent of the incomes were less than $3,000 a year. Only eight per cent were above $5,000 a year. Beneath those of the income-tax paying class are large numbers who can scarcely make both ends meet. Professor Parmelee, a prominent investigator, estimates that the number of people in the United States who receive more or less charitable aid ranges from five to ten per cent of the population. In New York City, one person in twelve is buried at public expense in the Potter's Field.

Lack of Executive Training: We find therefore that the lack of executive training in the schools has resulted in a very limited number of men being able to succeed in executive positions at the top. One government report showed that 70% of American corporations were losing money, 25% were earning just enough to pay their best men high salaries, and 5% were highly successful. Babson says: "Out of every thousand new concerns entering business, 800 fail, reorganize, or change management at least once."

Corporations Training Their Own Men: To cope with this situation, every successful business organization has found it necessary to work out an educational system of its own, in order to enable it to transform its untrained human raw material into intelligent capable salesmen and executives.

We doubt if any great manufacturing and sales organi-

zation has developed a better system for training and promoting both salesmen and executives than the Fuller Brush Company. Each position in this company has its specifications clearly outlined. Each position also calls for certain definite qualifications on the part of the applicant.

If he has the qualifications and measures up to the specification of the advanced position he is accepted. In the following pages we give the qualifications which the Fuller Brush Company considers necessary for a salesman, branch manager, district manager, division manager, and sales manager.

As this is written, the Fuller Brush Company employs nearly four thousand salesmen, one hundred and eighty branch managers in the United States and Canada, twenty-two district managers, five division managers, a sales manager and his staff, and is selling nearly one and one-half million dollars' worth of brushes a month direct to the consumer—house to house.

Qualifications of a Salesman: The fundamental qualities of a Fuller salesman are the same as for all salesmen and are as follows: health, honesty, knowledge of the business, open-mindedness, tact, courtesy, loyalty, initiative, courage, enthusiasm, ambition, purpose, a willingness to work and work hard, and good judgment. In addition to this it is understood that his dress and general appearance are such as to enable him to approach the highest type of man or woman without the least indication of embarrassment. He must also have a fairly good educational foundation. The better the education, the faster he will advance.

Health: Since health is the first requisite of success, and since there is no chance for high promotion for a man of poor health, each man should study the needs of the body, and give it at least as good care as he would an automobile. Every man should take a morning bath all the year round. The water should be tepid and followed by a cold dash and then a vigorous rub. A hot bath once a week is necessary. A daily bath is necessary in order to keep clean. We recommend the "Daily Dozen" exercises by Walter Camp. Such exercises would be of value to every salesman in spite of the fact that he walks a great deal every day. They are absolutely necessary to an executive who works hard with his head and is confined in the office during the day. A young man can stand hard mental work for a few years without much exercise, but he is sure to break in middle life if he does not take care of his health.

Honesty: Honesty is mental as well as moral. No man of common sense will try to defraud anybody. It means inevitable failure. Yet, dishonest men are to be found in abundance. They lack the education to win an honorable success, so they attempt to win by foul means where they failed through lack of intelligence. Integrity in combination with brains technically and efficiently trained is the highest priced, best paid product in the world. It is a rare and most valuable combination.

Knowledge of the Business: Knowledge of the business is not a personal quality. It refers to the business. It is absolutely necessary that a salesman know all the facts in relation to the goods he is handling. By getting all the facts in relation to your goods, remembering them, and

then comparing them with other facts, you become a thinker.

Open-Mindedness: No quality in business is more necessary than open-mindedness—a mind that is open to new ideas. An individual who thinks he knows it ALL or knows ENOUGH, is a liability rather than an asset. Such a man cannot be tolerated in any business. The same thing can be said of a man who will not study. Doctors, lawyers, teachers, preachers, and successful business men do a certain amount of studying every week, no matter what else they have to do. The man who does not realize the necessity of doing this shows by that quality that advancement for him is impossible. Ex-Governor Ferris of Michigan is a college president, a bank president, and interested in many things, but at sixty-eight he said he considered a week wasted if he did not read at least one new book.

Tact and Courtesy: Tact and courtesy are similar. They are an evidence of our interest in people and willingness to help them. The salesman who does not love humanity cannot succeed. There is nothing that costs so little and is worth so much as courtesy. It is an evidence of the fact that the heart is right. Heart-power is something you cannot measure with a yard stick. You cannot weigh it on the scales, and, like sunshine, you cannot sweep it up with the broom, but it reaches out and warms the heart of humanity. "Make friends and your friends will make you" contains a philosophy that if lived will put many a dollar in your pocket, and greatly increase your own happiness. One must first be a high class human being before he can become a high class salesman or business man.

"We make a living by what we get but a life by what we give." Many people are so busy trying to get that they do not take time to give. If we would devote more time to what we give, and less time trying to get, we would get infinitely more in the way of reward. We would also get something that cannot be measured in dollars and cents. That is the consciousness of having really served humanity. Real happiness can come only through the consciousness of work efficiently done and service intelligently rendered. All first class sales organizations are placing the greatest emphasis upon giving the customer the highest type of intelligent service. Remember that you either kill or build a business by what you give.

Loyalty: While you are working for an organization, give it every ounce of your loyalty. When you cannot do that, it is time to resign. While you are taking money from a company, your own self-respect makes it absolutely necessary for you to talk, work and fight to the limit for it. To take money from a company to advance their interests, and then attempt to make your interests take precedence over theirs, will cause you to lose your position sooner or later. You have no hope of promotion unless your executive staff is convinced that you are overwhelmingly sold on their proposition. You must feel that yours is the best proposition in the country. Then you can talk it so enthusiastically that your belief in it is contagious.

Initiative: A prominent salesmanager of Boston was asked: "What is the particular thing you expect of your men?" His reply was: "I expect each man to be a self-starter. Too many of our men expect the sales manager to do most of the thinking, planning, and managing for them.

I want them to rely upon themselves instead of upon me." No salesman will ever be promoted who is not resourceful enough to adopt new ideas and work out new and original methods of getting business. Lack of initiative shows lack of intelligence. Some salesmen call as many as four times to close a sale, where initiative, resourcefulness, aggressiveness, and better closing methods would have made the sale with one call, and saved much time.

Elbert Hubbard said the world reserved its big prizes for the men who went ahead, and did the thing that needed to be done without being told. Read the life of Theodore Roosevelt and from beginning to end you will find he was a smasher of precedent, a breaker of red tape. He proposed to get the thing done, so he pushed it through. By doing that, it pushed him up, and into the Presidency in a very few years.

Courage: Nine men out of every ten fail to advance because they lack courage. They lie down in the face of an emergency. Then of all times is when they need to fight doubly hard. The man who advances is the man who will fight to the last breath in a crisis. Marshal Foch, seeing his left wing retreating, his right wing being smashed, ordered an advance all along the line,in the face of what seemed absolute disaster. The man with that spirit will never know defeat. If defeated, he would not recognize it. The man who is above discouragement is above defeat. God Almighty gave us brains enough but we must have the will to use them.

Enthusiasm: Enthusiasm is conviction and sincerity on fire. Some men are so phlegmatic they can neither become enthusiastic themselves nor enthuse anybody

else. Such men are devoid of emotion and can never be very successful as salesmen or leaders of men.

Ambition: Ambition is one of the great forces in business life. But it must be fed. Too many men lack confidence and ambition. They do not expect enough of themselves. Every ambitious man takes some such magazine as "The American" and he reads at least one chapter from some inspiring book such as Marden's every week. One thing is certain, your advance will never be greater than your ambition to advance.

Purpose: The trouble with too many of us is that we are shooting at nothing and hitting the mark every time. We look upon a job as a meal ticket rather than an opportunity. Every man or woman who has ever accomplished anything in the history of the world has had a definite aim. Most men are like the savage, they see only today. They lack vision to work and plan for the future. St. Paul said: "This one thing I do," and he did it. Patrick Henry cried: "Give me liberty or give me death!" His determination to reach his goal was so great that he would have died rather than be defeated. No river can rise higher than its source, and no man can rise higher than his purpose. Aim high, hit hard, keep going, and you will get somewhere. Every man who has ever succeeded in life has not only set his stake, but he has had an intense overwhelming desire to reach it. He has made up his mind that he would overcome every obstacle that stood in his way, no matter how big it was.

The Will to Work: There is nothing that will take the place of work. All great men have been prodigious workers. Roosevelt finished many a strenuous day as President by working until three or four o'clock in the

morning, then reaching his desk again by eight o'clock. We salesmen should see why it is so necessary to take care of our health. Every salesman should have a definite hour to go to work in the morning, and if he ever expects to advance he will plan to work longer and more intelligently than the average salesman. We know a salesman who always aims to get his quota the first three or four days of the week. Then, when he reaches his quota he does not stop, but works to the very last hour of the week in order to pile up an advantage in case of failure the following week. The house-to-house salesman who worked till ten o'clock at night in a driving rain in order to win a contest is the type of man who advances rapidly. Do you want to be a high executive in your company? Go then and do likewise.

Of course, there is a difference in natural ability, but psychologists tell us that the average man has about nine billion brain cells. If he were to develop a new brain cell every second it would take him seventy-two years to develop two billion cells. The trouble with most people is that they do not develop a new brain cell every month. A steel bullet can be thrown against a barn door with all one's might, and it will only slightly dent the door, while a piece of tallow candle with the proper charge of powder back of it can be shot clear through the door. A steel bullet brain will make no impression unless it has the power back of it, while a second-rate brain of the tallow candle variety will force its way through nearly every obstacle if we put the power back of it. No matter how much or how little brain power we have, success will be impossible unless it is backed up by a dynamic personality. Develop that type of personality or be defeated by those who have developed it.

Judgment: No salesman will ever be very highly successful until he develops good judgment. In many respects judgment is the keystone of the whole arch of success. All decisions are based upon judgment and judgment is based upon information, experience, and common sense. All successful action is based upon good judgment. The number of failures that are due to poor judgment is amazing. It may be buying a car when one cannot afford it. It may be living beyond one's means in general. It may be any one of a large number of little things that mark a man as lacking the judgment necessary in an executive position. These little weaknesses keep tens of thousands of men from being promoted into executive positions, where their firms need their services even more than they need the positions. When once promoted, lack of judgment causes many a downfall. One great world-wide organization claims that forty per cent of its executives who fail go down because of egotism. No disease is more fatal than swell-headedness. The public will not tolerate it. Beware of its blighting, blasting effect.

MANAGEMENT

CHAPTER XXIV

MANAGEMENT

The fact that a man is a star salesman is not evidence in itself that he will be a great manager. In the first place, management is a new problem and in many respects is entirely different from salesmanship. In the second place, a brilliant salesman is strongly motive in temperament. A man of this temperament loves the breath of battle, but he detests detail work and must largely delegate it. On the other hand, a highly capable detail man would, as a rule, rather starve than go out and fight the battles which a high grade specialty salesman must contend with. A manager, therefore, must learn how to delegate authority to detail people, who are trained to do the work he wants done.

Management Analyzed: Before we go further, let us determine exactly what executive ability is. It is the ability to successfully manage men, money, materials and conditions. Alexander Hamilton said: "It is the power to find and use the means necessary to the accomplishment of a given purpose."

The purpose of a branch manager is to secure the maximum of profitable business out of his territory, and at the same time render the highest degree of service to the public. His duties are to hire competent salesmen, give them the necessary training so that they can serve

the public economically, intelligently and courteously. He must have a knowledge of office procedure and management, and also know how to direct his men in the field so that no customer is overlooked and no service slighted. In order to do this successfully, he must have had the proper training and selling experience over a considerable period of time.

The successful manager is a man who knows how to specialize, analyze, plan, organize, deputize and supervise. Every Fuller manager is a successful salesman. This is the first big requisite for promotion. If he is going to advance very far, he must become an able analyst. He must know how to analyze himself, the public, his salesmen and prospective salesmen, his goods, business problems, and business conditions in general. Salesmanship is a problem in analysis from beginning to end. A manager's ability to analyze, plus his judgment, will have a great deal to do with his future success or failure. Every manager is continually making decisions. These decisions are based upon information, experience, ability to analyze, and judgment. Without good judgment with its background of knowledge, no manager has a chance of success.

Wise Planning: Possibly the largest element in managerial success is wise planning. A manager analyzes his proposition, makes his plans accordingly, and then builds his organization to carry out the plans. His next step is to deputize—in other words, to place responsibility upon certain competent men in the organization, properly train them, and hold them responsible for results.

Managerial Strategy: The following analysis should be mastered by every man who expects to succeed as an

individual, salesman or executive. We consider it the greatest business analysis that has yet been discovered. It is as follows:

First: What is your purpose or program?

Second: What are the difficulties in the way of accomplishing it?

Third: What are the facilities which can be used that will enable you to overcome the difficulties?

This strategy is used by every great navy in the world. Each navy knows exactly what it wants to accomplish. It has made a critical analysis of its difficulties and then proceeds to create the facilities necessary to overcome these difficulties. This analysis is all worked out by the naval board of strategy.

The executive staff in every business organization performs the same function in a business. It knows exactly what it wants to do. It sets its quota for the year ahead. It makes a study of all the difficulties in the way of carrying out that program. Then, it proceeds through a course of training to so equip its men that the difficulties will be overcome and the goal reached. In working out this program the general staff establishes a quota to be reached every week and month in the year. Then, it makes a drive to reach that goal. Every man in the whole organization knows the quota of the organization as a whole, the quota for his office, and his own individual quota. This furnishes inspiration for every man in the organization. He knows exactly what the company expects of him. No manufacturing organization in this country has carried out this strategy more successfully during the past few years than the Fuller Brush Company. The salesman or the manager who really grasps this analysis cannot be kept down. His success

is inevitable. We learned in the first chapter that 90% of the men of the country have no definite aim in life. Such men never go far enough to even analyze their difficulties. That is the reason they know so little about the value of training that would enable them to overcome their difficulties. They know it is necessary in law and medicine, but the commercial educational world has not as yet made this idea so prominent that the average young man understands it. The time is coming when every first year high school student will be informed that business requires as high intelligence and as much technical training as either law or medicine. The failure of the schools in the past to give this training is not only costing the business of the country hundreds of millions of dollars a year, but hundreds of millions, if not billions, more, due to ignorance on the part of millions of men and women who are not fortunate enough to be connected with an organization that does extensive and intensive training. The untrained man pays for his lack of education. He pays in lost earnings all his life, and he pays infinitely more than the trained man paid for his. Ignorance is the supreme handicap.

HOW A SALESMAN EVOLVES

Importance of Training: The Fuller Brush Company does not believe that a man can become a successful executive without the most careful and painstaking training for executive work. In that they are wise. The salesman who has already made a record and who shows strong potential possibilities, is promoted to the position of lieutenant. This position gives a salesman no extra pay but it gives him experience in training other sales-

men who need help. It gives him a chance to show whether or not he possesses the potential qualities of a manager.

The following personal qualifications chart is used to determine the fitness of a man for the position of lieutenant:

1. What is the quality of his work?
2. What is the quantity of work in hours?
3. What is the quantity of results or production?
4. What is his manner or conduct with subordinates?
5. How about his character and business for the past five years?
6. Has he saved any money in the past five years?
7. How long has he worked for any one concern?
8. Is he married? How many in family?
9. Does he own property?
10. Has he made a success of anything? What?
11. Is he open-minded and teachable?
12. Will he follow instructions?
13. Does he read? What?
14. Is he active in church or Y. M. C. A. work?
15. Can he devote his entire time to work?
16. Is he sold on our line?
17. Is he willing to make it a life job?
18. Has he vision?
19. Is his account straight with the company?
20. Has he a good personality?

In the Fuller Brush Company the lieutenant is recognized as an understudy for the positions of assistant manager and branch manager. His duties are assigned him, with the purpose of developing his ability to lead men and to develop their efficiency along the essential

lines of the business. Keep in mind that no lieutenant or assistant branch manager should be appointed unless he is branch manager material.

To become a lieutenant, one must show superior determination to succeed under all conditions. He must possess, to a marked degree, qualities of initiative, resourcefulness, stability and leadership.

His ability must have been demonstrated in some specific manner.

He must sell a stated amount of goods per month and maintain this average. He must first sell a fixed amount per month under the close supervision of his branch manager, and that amount in a field away from the city in which the branch office is located.

He must prove his cooperative spirit with regard to reports, hours worked, ideas at sales meetings, and other representative duties to the full satisfaction of the branch manager.

Having shown the above qualifications, a representative is in line for promotion.

DUTIES OF A LIEUTENANT

It is the prime duty of a lieutenant to so relate himself to the men assigned to him that he will be able to develop in them a high degree of efficiency in the essentials of their work.

It is also his duty to strive to make his division excel in the following essentials of its work in the organization:

(a) Keeping accounts clean.
(b) Highest average sales per man.
(c) Sales meeting attendance.
(d) Selling in sets.
(e) Making evening calls.

(f) Required number of demonstrations.
(g) Required quota of sales.
(h) Making successful deliveries.
(i) Working territory successfully.
(j) Make a weekly efficiency report of his division.
(k) Make an inspection report of the men he field-trains.

It will be seen that his duties consist of hiring, training and developing men to a higher degree of efficiency. Most men have no concrete conception of how this should be done in any line of business.

The lieutenant in the central cities has the assistance of his manager in carrying out this policy. He must attend certain meetings. He must also plan and successfully conduct certain other meetings. He must so plan his work and work his plans that the duties of his position do not reduce his sales, but enable him to maintain his regular volume of sales per month. He is learning how to manage himself and properly utilize his time. He must interview prospective salesmen and train them after they are hired when so directed by the branch manager.

A man must work in the capacity of lieutenant until he has reached such a state of perfection in his work, that his branch manager can recommend him to his district manager for promotion.

LIEUTENANT MEETINGS

The lieutenants of each office must meet at stated periods to study and discuss plans and policies of the branch office, find ways and means for increasing sales of the branch, and in general give their thought and time

to the promotion and permanent development of the work in the field.

The Way to Promotion: By making good as a lieutenant a man becomes eligible for a position as assistant branch manager. Success in this position makes him eligible to promotion as a branch manager. A branch manager should stay in this position until he is thoroughly grounded and fully prepared to take the next step. The greatest mistake a young man can make is to be over-anxious for promotion. It is not promotion he should be anxious about but ability to do a greater work, and render a higher degree of service. If he is promoted before he has the proper training and experience in this particular work, he will in all probability show a weakness later on that will result in humiliation, lack of confidence, general discouragement, and possibly failure.

"Be sure a man is qualified before he is promoted," is sound advice for a company to follow in promoting any man.

How to Advance Rapidly: The way to advance rapidly is not only to make good in the position you now hold but qualify for the larger position at the same time.

QUALIFICATIONS OF A BRANCH OFFICE SALES MANAGER

The man holding this position must have all the qualities mentioned for the lieutenant, and in addition he must have a thorough knowledge of his field and how it should be worked, and he must, above all, be a good salesman of Fuller brushes in order that he may teach men how to sell them properly. He must have a likeable

personality and possess the qualities of leadership. Patience is one quality he must possess above all others, as this is a necessary requisite in teaching and training men. Push or initiative is primarily essential as he must plan the work for his men.

Four Important Qualities: Truthfulness, loyalty, faith, and vision are four more important qualities he should possess. Honesty and thrift are very essential, as well as good habits, as he must set the example for his men to follow. He must understand human nature and men so he will know how to employ the best types of men for the work in his field. He must also have a good knowledge of office management and letter writing, that he may handle his work with clearness and dispatch.

Hire Competent Assistants: One of the first duties of a branch manager is to engage the proper type of private secretary. This is more than a stenographic position, as a real private secretary has many managerial duties. After engaging his private secretary, he should then give her the proper instructions as to her duties. The following instructions to a private secretary were furnished us by an experienced Fuller district manager:

Hiring the Secretary: "In the first place, we take great pains in selecting the right type of private secretary. In a great many cases, she is selected right from the business school through the recommendation of the instructor.

Responsible Position: "The first thing we should do with the new private secretary in a branch office is to explain to her that she is not going to be a mere machine in our office, but that she has a responsible position. We have selected her because we believe she is capable of

handling it. Tell her very frankly that the office is not her office, nor the branch manager's office, but it is THEIR office, and the success of that office depends upon how both of them do their work. They cannot succeed unless she properly takes care of her end of the work, and she cannot succeed unless he does his part toward making the office a success.

"A very frank talk usually creates the right feeling on the part of the private secretary toward her position, and she starts out with an eager, receptive mind to learn about doing the work.

Learn the Business: "One of the first things it is necessary for a private secretary to learn is something about our goods and our method of doing business. This will save time and explanation later.

"In the next place, let her handle every bit of detail she can, as you cannot possibly afford to do work as a highly paid executive which could be very readily handled by a $20.00 or $25.00 a week girl.

Giving Instructions: "In giving your instructions, remember that this girl has very vague ideas as to what our business is, and it is just like starting in at school. We cannot expect to give these instructions all at once any more than an instructor in a school could expect to teach the entire course during one class session. Give her one detail at a time. Explain this duty to her thoroughly, then check up on it for a day or two to see that she very thoroughly understands how it is done. When you are sure she understands, tell her that the position and the responsibility are hers, and that if she makes any mistakes, it will be her misfortune, not yours.

Value of Responsibility: "It may be necessary for her to make a few mistakes in order that she may realize the importance of her position. Even though you see that she is slipping a little, say nothing, and let her make this error. When she finds it out for herself, it will make a much deeper impression upon her and she will realize then just what you mean by the responsibility being on her shoulders and will very seldom make the same mistake a second time.

The Manager's Mistake: "The one big mistake that the average branch manager makes in training his private secretary is, after he has given her instructions in detail, to constantly be checking her up on them by asking if she has taken care of her various duties. By so doing, he belies his preliminary confidence in her. She thought she had a job where she had some responsibility, but he still proves to her that he is carrying this in his mind and she soon thinks, 'Oh well, he will check me up anyhow, what is the use of worrying about it?' Very soon her efficiency is decreased materially and she does not accomplish what she should. She takes no interest in her work, and does not seem to care whether the work is finished or not. She is glad when quitting time comes.

Value of Patience: "It may take several weeks to properly train your private secretary. Have all the patience in the world with her. Make it very plain to her that she must not be afraid to ask you any questions in case she is in doubt.

"I have worked in offices where the girl was actually afraid to ask questions of her immediate executive because he had told her once and she expected to get

'bawled out' if she did not remember from that *once*. Think how you would feel under the circumstances.

Private Secretary's Duties: "Some of the work which the girl should do would be to open all your mail, except personal letters. She should also read this mail so as to keep in touch with what is going on in general in the office, and this gives her a very good conception of how to do her work and why she is doing certain things. In time, she will be able to answer many letters without her employer having to think of the matter at all, or perhaps he will not know anything about it.

"She should take all telephone calls and refer to the manager's daily card when he comes in from the field where she absolutely cannot satisfy the party who is on the 'phone and feels that it would take the superior knowledge of her employer to handle it.

"She should do all of the filing and should get out letters and documents for the manager when he requires them, as she will do it much more quickly than he can and will be less likely to muss up the files and cause confusion when she comes to do her filing the next day. This matter of filing should be a daily process. It is only a few minutes' work when taken care of daily, and causes a vast amount of lost time and confusion when allowed to lie over for any reason whatsoever.

"She takes care of all daily reports and also takes care of the weekly reports. She takes care of making up the manager's daily card when he comes in from the field, and also takes care of his sample outfit, keeping it in good condition. She keeps up the blackboard, and keeps up the permanent territory record in the office. She orders all brushes for the manager, and takes care of

ordering sample outfits by having a minimum and a set quantity to order when she reaches this minimum.

Additional Duties: "In addition to this work, she, of course, gets out all correspondence and bulletins, etc., keeps the office tidy in so far as all papers, working materials, etc., are concerned, keeps her typewriter and mimeograph machine clean and in good condition. All complaints from dissatisfied customers are handled by her and she takes the responsibility of seeing to it that the representatives get the necessary instructions on what to do in such a case.

"However, if the representative fails to take care of this complaint as promptly as he should, she then makes a note of it and turns this note over to the manager.

The Value of Time: "As I said before, you cannot afford as a highly paid executive to do the work which a girl or other clerk can do, and if you unload this detail in the right way, as explained above, and positively place the responsibility upon the girl's shoulders, she will take a very keen interest in her work and you will never need to worry about it.

"My experience has been that she very seldom watches the clock for quitting time, but works toward completing her duties, whether that is before quitting time or an hour after. Personally, I have had more trouble trying to get my secretaries out of the office on time than getting them to work until quitting time."

Problems of Management: After properly organizing his office, a Fuller manager has two distinct problems to solve. First, hiring the right kind of people. Second, properly training them. If these two things are done, all

real difficulties are eliminated and success is certain. If they are not done the manager may expect nothing ahead of him but grief, failure, and final dismissal.

If an organization is built upon this basis, success will be inevitable and failure impossible. If it is built upon any other basis, failure may be inevitable and success impossible.

The wise manager makes haste slowly at first. "Be sure you are right and then proceed" is his motto. He hires no man unless he is the right type in all respects and gives every evidence of being a strong man when properly trained. After hiring him he proceeds to train him with great care and infinite pains. He knows that a well trained man is worth two or three who are poorly trained. He also knows that a well trained man gives him no trouble. Such a man needs very little supervision. He knows how to supervise himself. The manager who follows this method will never need to worry about keeping his men above the average. They cannot help but be above the average.

There is a best way to do everything. Very little of value ever happens just by accident. Experiment is costly. Let us learn at the beginning what is the best method of procedure. Then follow it diligently and success will be ours.

The business of the branch manager is to see that the policies of the company are efficiently carried out. He is a man who executes orders personally and also through his subordinates. The most successful managers are men who have evolved from the bottom through the various departments of the business up to the managerial position. Such managers are personally acquainted with

most, if not all, of the departments of the business. Very few companies engage managers from outside positions. They evolve their own managers. Those men have an absolute foundation of training in that line of business and know every detail of it.

Have an Understudy: Management indicates three definite things:

First: An organization of carefully chosen people.

Second: A definite objective.

Third: A director who directs the entire organization toward that definite goal.

Let it be clearly understood that a manager is a director, and he cannot devote his time to details; if he did, he would have no time to think, plan or manage.

Supervise Efficiently: A manager must decide upon what work he shall do himself and what work he shall deputize to either a machine or other people in the organization. There are two fundamentals to be considered in connection with this subject of deputizing. They are as follows:

1. Work that can be properly done by a machine or by an individual.

2. Work that the manager would do only as a result of leaving something more important undone.

An executive has only a certain amount of time and energy. If he devotes his time and effort to the small things the larger things will suffer. Therefore, every job that he deputizes means that he is enabled to give just that much more time to problems that mean more to the upbuilding of the organization.

Organize Your Work: A successful manager is a man who can keep several irons in the fire at the same time AND HE MUST GIVE EACH ONE THE ATTENTION IT DESERVES. He must not give most of his attention to some things and neglect the rest. He must decide which things are the most important and require precedence. He must then do the things that need to be done most.

A Successful Manager: Hugh Chalmers' secretary always placed on his desk in the morning the ten most important things for him to attend to that day. In this way his time was not taken up by trifles.

QUALIFICATIONS OF A DISTRICT MANAGER

Important Success Qualities: This man must possess all the qualities of the salesman and branch office manager and he must have them more highly developed in order that he may direct both manager and salesman. His faith, vision and courage must be greater, just as his knowledge of the business and of men should be of a still higher order. His initiative must be greater, as he has to make greater plans than either manager or salesman.

Leadership: His knowledge of men must be very good as he has to select managers for his offices. Good judgment is also essential, and he must have executive ability well developed together with the quality of leadership, in order that he may secure full coöperation from his men in directing their efforts.

Concentration, reason and memory are other important qualities of a district manager that must be highly developed.

QUALIFICATIONS OF A DIVISIONAL SALES MANAGER

Broad Study and Experience: This man oversees and directs the efforts and work of the district and branch managers and of several hundred men in his division. In the Fuller organization the United States is divided into five divisions, so each of these divisional sales managers is not only responsible for the proper guidance of all the men in his division but for many millions of people, in that he must give Fuller service through his men to all the homes in his large territory.

The divisional sales manager must have the qualities of the salesman and branch manager, and also those of the district manager. In addition to this he must have a thorough knowledge of how all work should be handled in the field, and also how it is handled from the home office.

Years of study and work are necessary to give him the experience to handle and direct the work of a division. Experience gained with other organizations regarding their methods and plans of work is valuable in helping him plan the work for his men. Judgment, tact and diplomacy are requisite assets.

Know Human Nature: He must know how to read men and secure maximum effort. Faith, courage and vision are very important qualities and they must be developed to a high degree. He must be a man of action and have a good knowledge of sales organization work, in order that he may develop his field and see that all homes receive Fuller service.

QUALIFICATIONS OF A SALES MANAGER

Judgment Control Imagination: The sales manager should be a man possessing all the qualities of the salesman and branch office manager, plus the qualities of a district manager, and the qualities and knowledge of the divisional manager, plus many years of successful sales experience with Fuller brushes and possibly with other organizations, in order that his knowledge may be broadened and his judgment ripened.

Holding the position he does, this man's judgment must be above reproach and should control his feelings and imagination at all times. His wisdom, reason and knowledge must be such as to hold the respect of all the sales executives in the organization.

He should be old enough to know how to use and not abuse authority. He must have a greater vision than any other sales executive in the organization, and it must be based upon fundamentals gained from years of practical experience and not of guess work based upon imagination.

This is one of the biggest positions in the organization and requires a man of fully developed judgment. The initiative of the sales manager should be superior by far to the initiative of any other man in the organization, as he should lay the carefully developed plans for each year before the subordinate sales executives for their advice and approval. He must possess tact and diplomacy of a high order in dealing with the other executives. He must possess an unusual amount of common sense and superior judgment in order that he may correctly decide the weighty problems confronting him.

His imagination must not run riot, for a mistake made by the sales manager may cost the organization millions

of dollars in sales. His knowledge, experience and judgment should be such that once his decisions are made, he is not easily swayed by ideas, plans and talk of others of less mature judgment. Above all, the sales manager must know men and be able to judge them better than any other executive on the sales force. The sales manager cannot afford to be buried in details or petty things, but must be a man who can plan the big progressive steps necessary for the development of this great organization.

Observation, concentration, reason, memory, courage, initiative, enthusiasm and judgment are eight vital qualities he must possess in order to fill this important position.

Faith, earnestness, justice and loyalty are other qualities that must be highly developed. Health and activity are naturally very necessary.

Decision, dispatch and industry, coupled with perseverance, are absolutely essential in handling the work of this position.

Vision, reasonableness, constructiveness, originality, open-mindedness, and ability to inspire are qualities he must possess, and they must be highly developed.

The fundamental principles of personal development, salesmanship, management and service as outlined in this Fuller material are applicable to all business organizations engaged in any kind of business.

CHAPTER XXV

SERVICE

Profit Comes from Service: The economic aim of all business is profit. When profit ceases, the business fails. The methods of making this profit are varied and dependent upon several things, one of the most important of which is *service* to the customer. In the past, many firms considered this lightly. Every great firm now realizes that its success is in direct ratio to the service it renders. The same is true of the individual. The firm, like the individual, that is using its brains to make money for its customers, is also using its brains to make money for itself.

The instinct of the untrained individual is for personal profit first. He is looking out for himself rather than for his customers. This policy soon leaves him without either customers or business. The foresight of the wise manufacturer or business man causes him to think just as much about his customer's success as his own. He knows that the greater the service he renders his customers, the more they will patronize him.

This idea can only be carried out successfully by a firm that loves humanity and is sincerely interested in working for its betterment. Such a spirit animates and dominates the life of Mr. A. C. Fuller, President of the Fuller Brush Company, and is carried out in minute

detail in the instructions to every salesman of the organization.

Some of the instructions are:

(1) To present every customer with a free sample of their goods. This is done that the customer may learn the value of the product from actual use.

(2) To give the customer knowledge of household sanitary conditions and the necessary tools with which to do the work.

(3) To recommend only such brushes as are needed for the cleaning and care of each room and the needs of the home.

(4) To explain the uses of every brush and how each may be handled and cared for to obtain the greatest service and satisfaction.

(5) To sell only such brushes as are needed.

One Million a Year for Education: The officials of the Fuller Company realize that this service cannot be rendered to their satisfaction and to the satisfaction of the public unless their salesmen are imbued with their spirit and receive a very careful training. This training in personality development, salesmanship, and sanitary service is given to every man at a very large expense to the company each year. This training is epitomized in the following statement of the educational director:

"The training which the salesman receives together with the work in the field tends to give him a wonderful development in resourcefulness, courtesy, tact, originality, self-confidence, self-reliance, diplomacy, mental grasp, observation, carefulness, poise, analysis of situations and problems, knowledge of every phase of the business, decision, memory, imagination, reasoning, self-

control, perseverance, optimism, honesty and a knowledge of human nature. This training develops personality and prepares men for business leadership and business management. Much of this training should have been given in the schools, but since that has not been done, it must be given by the organization in order to enable it to successfully carry out its policy of service to the customer."

Invest in Yourself: When an organization, the largest of its kind in the world, is willing to invest a large percentage of its income in training men who may leave it at any moment, is it not about time for the average individual to have the vision and foresight to invest at least five per cent of his income in his own education?

Benjamin Franklin made a wise statement when he said: "Pour your pocketbook into your head. You may lose your pocketbook, but you will not lose your head." Millions of people are simply eking out an existence because they lack the education which would enable them to render the service that is worth much both to their employers and to the public.

Apply the Golden Rule: Remember that "the public is boss." In the last analysis you are not working merely for a corporation; you are working for the public. The institution is merely an umpire. It is working to serve the public and it hires you to help it. Remember that the public pays your salary or commission. The company does not. The amount you receive depends upon the amount you earn and the amount you earn depends upon the service you render. Do you see how simple this is? It is the application of the Golden Rule to business.

If you are working for an organization that has an

income of $100,000 a year and you are paid $1,000 a year, you are receiving one cent out of every dollar that is paid the company. How can you double your income? How can you receive two cents out of every dollar of income? There is just one way to do it and that is to double the service you render. In the ultimate analysis the position you hold and the size of your pay check depends upon the value of your service. "Give to the world the best you have and the best will come back to you."

APPENDIX

Note to page 34: This problem has caused much discussion. The trouble comes from the fact that some accountants figure profit as a percentage of the cost and others as a percentage of the selling price. Thomas A. Fernley in a little pamphlet entitled "The Right Way to Figure Profits," discusses this subject from the standpoint of those who believe that profits should be calculated on the selling price. All business men now agree that this method is correct. We give solutions of this problem based on each of three different theories.

1. Article costs $1.00. Expense of handling, 22%; profit required, 10%; 22%+10%=32%. 32% of $1.00 =32c. $1.00+32c=$1.32, selling price.

2. Article costs $1.00. Expense of handling, 22%. 22% of $1.00=22c=expense of handling. $1.00+22c =$1.22=gross cost. 10% of $1.22=12.2c=10% profit on gross cost. $1.22+12.2c=$1.342 or selling price. No doubt the goods would be marked $1.35 by this plan.

3. Article costs $1.00. Expense of handling, 22% *of retail price;* required profit 10% *of retail price.* 22%+ 10%=32%=per cent of retail price required to cover expense of handling and profit. 100%—32%=68%= per cent of retail price represented by cost. That is, $1.00=68% of selling price. Therefore $1.00÷.68 will

be the proper selling price. $1.00 ÷ .68 = $1.47, the price at which the goods should be marked.

Proof of third solution. Marked price $1.47. 10% of $1.47 = .147c profit. 22% of $1.47 = .323c expense of handling. .147c + .323c = 47c. $1.47 — .47 = $1.00.

The following tables reprinted by permission from "Price Maintenance" by Thomas A. Fernley, are given

TABLE FOR FINDING THE SELLING PRICE OF ANY ARTICLE

COST TO DO BUSINESS	NET PER CENT PROFIT DESIRED																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	20	25	30	35	40	50
15%	84	83	82	81	80	79	78	77	76	75	74	73	72	71	70	65	60	55	50	45	35
16%	83	82	81	80	79	78	77	76	75	74	73	72	71	70	69	64	59	54	49	44	34
17%	82	81	80	79	78	77	76	75	74	73	72	71	70	69	68	63	58	53	48	43	33
18%	81	80	79	78	77	76	75	74	73	72	71	70	69	68	67	62	57	52	47	42	32
19%	80	79	78	77	76	75	74	73	72	71	70	69	68	67	66	61	56	51	46	41	31
20%	79	78	77	76	75	74	73	72	71	70	69	68	67	66	65	60	55	50	45	40	30
21%	78	77	76	75	74	73	72	71	70	69	68	67	66	65	64	59	54	49	44	39	29
22%	77	76	75	74	73	72	71	70	69	68	67	66	65	64	63	58	53	48	43	38	28
23%	76	75	74	73	72	71	70	69	68	67	66	65	64	63	62	57	52	47	42	37	27
24%	75	74	73	72	71	70	69	68	67	66	65	64	63	62	61	56	51	46	41	36	26
25%	74	73	72	71	70	69	68	67	66	65	64	63	62	61	60	55	50	45	40	35	25

RULE—Divide the cost (invoice price with freight added) by the figure in the column of 'net rate per cent profit desired" on the line with per cent it costs you to do business.

EXAMPLE

If a wagon costs——.....$60.00
Freight——..... 1.20

$61.20

You desire to make a net profit of.....5 per cent.
It costs you to do business——.....19 per cent.
Take the figures in column 5 on line with 19 which is 76.

76 | 61.2000 | $80.52—the
— 60 8 —— selling price

400
380

200
152

The percentage of cost of doing business and profit are figured on selling price.

TABLE FOR FIGURING NET PROFITS

%	10%	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	21%	22%	23%	24%	25%
25	10	9	8	7	6	5	4	3	2	1	00	1 Loss	2 Loss	3 Loss	4 Loss	5 Loss
33⅓	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	00
40	18⅔	17⅞	16⅔	15⅞	14⅔	13⅞	12⅔	11⅞	10⅔	9⅞	8⅔	7⅞	6⅔	5⅞	4⅔	3⅞
50	23⅓	22⅓	21⅓	20⅓	19⅓	18⅓	17⅓	16⅓	15⅓	14⅓	13⅓	12⅓	11⅓	10⅓	9⅓	8⅓
60	27½	26½	25½	24½	23½	22½	21½	20½	19½	18½	17½	16½	15½	14½	13½	12½
75	32⅞	31⅞	30⅞	29⅞	28⅞	27⅞	26⅞	25⅞	24⅞	23⅞	22⅞	21⅞	20⅞	19⅞	18⅞	17⅞
100	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25

If your cost of doing business figured on sales is represented by one of the percentages in the top row and you mark your goods at one of the percentages in the row to the extreme left in addition to the delivered cost, your net percentage of profit is represented by the figure at the junction of the two columns.

Explanation—If your cost of doing business is 15 per cent of your gross sales and you mark a line at 25 per cent above cost, your net profit is 5 per cent on sales—as shown in the diagram. If your cost of doing business is 18 per cent and you mark a line at 60 per cent above cost, your net profit is 19½ per cent on sales.

as a quick and convenient method of figuring the correct selling price or of determining just what the actual profits are when the selling price has been calculated in the old way.

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